



CITY OF MOUNTAIN VIEW, CALIFORNIA

FISCAL YEAR 2010-11 PROPOSED BUDGET

Mission Statement:

The City of Mountain View provides quality services and facilities that meet the needs of a caring and diverse community in a financially responsible manner.

On the cover: Fire Station No. 5

The City of Mountain View will construct a new Fire Station No. 5 at the northeast corner of North Shoreline Boulevard and Crittenden Lane, near the entrance to Shoreline at Mountain View Regional Park. The new building is designed to qualify for a Leadership in Energy and Environmental Design (LEED) Silver certification from the United States Green Building Council. Construction is scheduled to begin in July 2010 and be completed in February 2012.

THE CITY OF MOUNTAIN VIEW, CALIFORNIA OPERATING BUDGET FISCAL YEAR 2010-11

CITY COUNCIL:

Ronit Bryant, Mayor
Jac Siegel, Vice Mayor

Margaret Abe-Koga
John Inks
R. Michael Kasperzak, Jr.
Laura Macias
Tom Means

Submitted by:
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City of Mountain View California

City Officials

City Council

Ronit Bryant, Mayor

Jac Siegel, Vice Mayor

Margaret Abe-Koga

John Inks

R. Michael Kasperzak, Jr.

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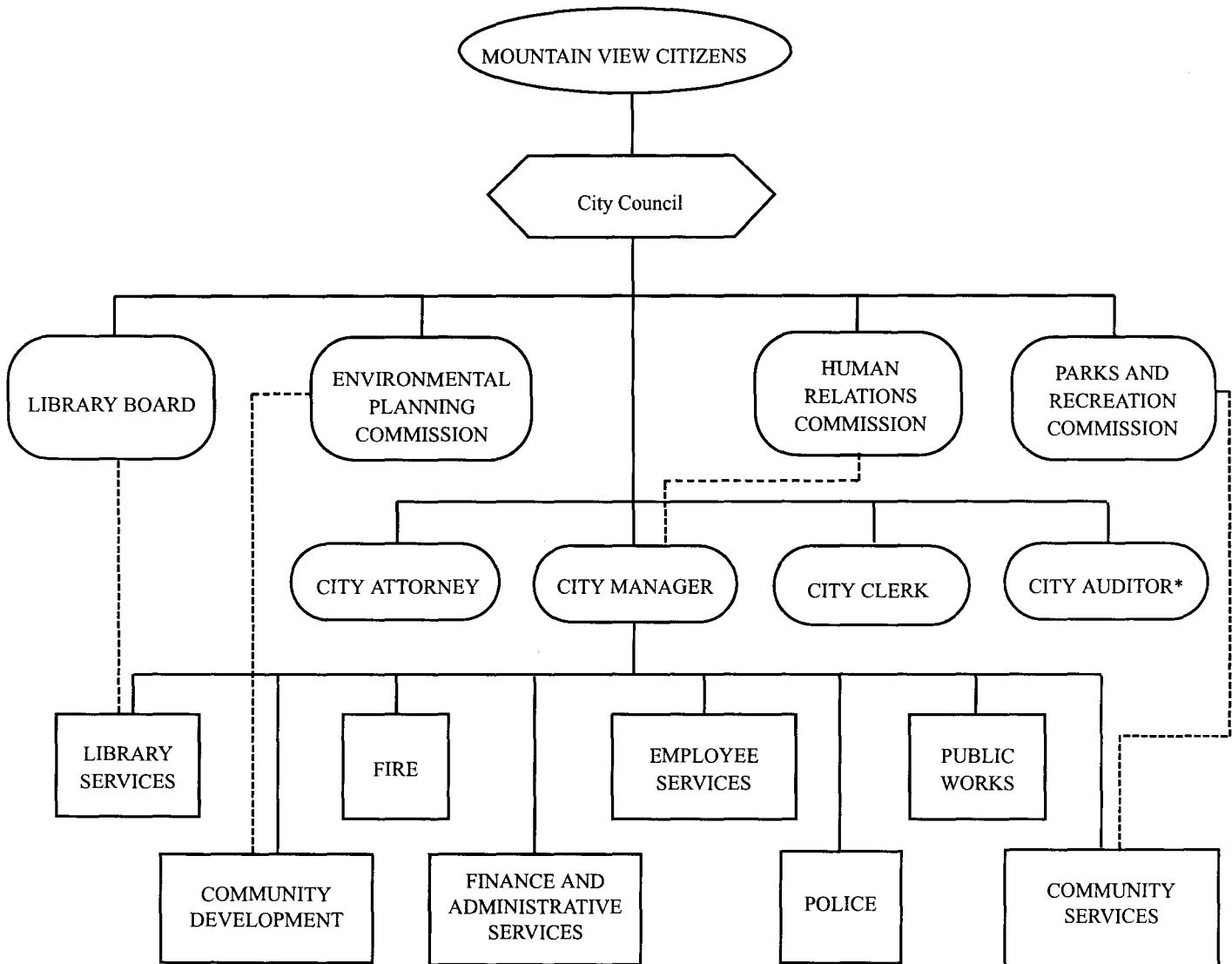
Bradley C. Wardle, Fire Chief

Rosanne M. Macek, Library Services Director

Scott S. G. Vermeer, Police Chief/ Assistant City Manager of Public Safety

Michael A. Fuller, Public Works Director

CITY GOVERNMENT ORGANIZATION



KEY:

	ELECTED		LINE OF COMMAND
	APPOINTED BY COUNCIL		STAFF SERVICES
	APPOINTED BY CITY MANAGER		

FISCAL YEAR 2010-11 POSITION TOTALS:

7	Councilmembers
24	Commission and Board Members
602.25	Full-Time and Permanent Part-Time
3.0	Limited-Period
60.06	Hourly Positions

*Finance and Administrative Services Director serves as City Auditor

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**CITY OF MOUNTAIN VIEW
MEMORANDUM**

DATE: June 3, 2010

TO: City Council

FROM: Kevin C. Duggan, City Manager

SUBJECT: PROPOSED BUDGET FOR FISCAL YEAR 2010-11

RECOMMENDATION

That the City Council review and adopt the proposed General Fund, Special/Utility Fund and all other budgets for Fiscal Year 2010-11.

INTRODUCTION/BACKGROUND

The City Council has been engaged in an extensive process over the past 12 months to develop the proposed City of Mountain View budget for Fiscal Year 2010-11. The first Study Session in this process was held last June in recognition of the effort that would be required to adopt a fiscally responsible budget for the upcoming fiscal year. For the first time in many years, the General Operating Fund budget for the current fiscal year (2009-10) was not structurally balanced. While a projected \$6.0 million operating deficit was reduced to \$1.6 million, the City Council and staff recognized that an extensive effort would be required to achieve a structurally balanced budget for Fiscal Year 2010-11. This Proposed Budget returns structural balance to the General Operating Fund and also proposes financially sound budgets for the special/utility funds.

The proposed General Operating Fund budget incorporates a series of strategies comprised of operational efficiencies, expenditure reductions, compensation cost containment and greater cost recovery for certain services (fee adjustments) to achieve a structurally balanced budget. Achieving a structurally balanced budget is a significant accomplishment, recognizing the severity of the "Great Recession" from which the nation and world are slowly emerging. It is a goal that many other cities will not be achieving.

The major steps in the budget process up to this time are outlined in the next section of this report (Process to Date). The most recent City Council budget review was on May 4, when a recommended "Budget Balancing Blueprint" for the General Operating Fund was presented to the City Council and was generally endorsed. Also, that

evening, a series of recommended budgets were reviewed for the various Special and Utility Funds. Reserve balances and allocation recommendations were also reviewed.

All of these recommendations, as well as updated recommendations outlined in this memo, have been incorporated into the Proposed Budget document.

PROCESS TO DATE

As outlined in the Budget Balancing Blueprint report for May 4, an intensive and iterative process has been followed leading up to the presentation of this Proposed Budget. This process was implemented in recognition of the significant challenge that the City faced in developing a structurally balanced General Operating Fund budget for the upcoming fiscal year. This process has been as follows:

- **June 23, 2009:** Initial budget Study Session for the Fiscal Year 2010-11 budget. At this Study Session, a preliminary discussion was held regarding the anticipated challenges for balancing the Fiscal Year 2010-11 budget, including the existence of a carryover deficit from the Fiscal Year 2009-10 budget.
- **September 29, 2009:** A report on the preliminary work done on examining potential expenditure reductions and a discussion further refining the remainder of the process.
- **November 4 and November 7, 2009:** Community Budget Briefing Workshops.
- **January 26, 2010:** A budget workshop to review and confirm a proposed budget strategy, approach and principles on which to develop a proposed budget.
- **February 23, 2010:** A review of potential General Operating Fund expenditure reductions.
- **April 6, 2010:** A review of potential revenue/fee for service adjustments and a proposed recreation program cost recovery policy.
- **April 13, 2010:** A review of current, carryover and potential new Major City Goals.
- **April 20, 2010:** Review of a proposed Five-Year Capital Improvement Program.
- **May 4, 2010:** A review of the recommended "Budget Balancing Blueprint" for the General Operating Fund and the recommended budgets for the Special and Utility Funds. Provided feedback regarding the budgets relating to both revenue and expenditure recommendations.

- **May 25, 2010:** Adoption of Five-Year Capital Improvement Plan.
- **June 1, 2010:** Adoption of Major City Goals for Fiscal Year 2010-11.

GENERAL OPERATING FUND "BUDGET BALANCING BLUEPRINT": UPDATE AND PROPOSED BUDGET

General Operating Fund Revenue/Expenditure Update

Since the last budget Study Session on May 4 (General Operating Fund Budget Balancing Blueprint), some additional information has been received that affect revenue/expenditure projections and the projected deficit for Fiscal Year 2010-11. The projected deficit has now been adjusted upward from \$4.3 million to \$4.6 million. The primary factors for this change relate to property tax revenue and health insurance costs.

On May 20, the County Assessor's Office announced updated information regarding the property tax roll that impacts the upcoming fiscal year. Based on a record number of reductions in the assessed value of properties and projections regarding additional reductions between now and July, we have reduced the General Operating Fund's property tax revenue estimate by \$190,000. It should be noted that additional reductions in assessed value, particularly relating to commercial properties, will impact property tax revenue in future fiscal years.

The other major factor is that the previously estimated employee health insurance premium rates have been finalized. The actual costs will be higher than previously estimated by \$135,000.

Both of these factors result in an additional \$325,000 of projected deficit for a "status-quo" budget. Even with this change, this Proposed Budget is structurally balanced.

General Operating Fund Budget Balancing Blueprint

As noted above, a recommended General Operating Fund "Budget Balancing Blueprint" for developing a structurally balanced budget for Fiscal Year 2010-11 was presented to the City Council on May 4. Based on City Council feedback regarding this plan, the proposed General Operating Fund budget has been prepared. In summary, the

"blueprint" was composed of the following components to address the General Operating Fund structural deficit for the upcoming fiscal year:

Operational Efficiencies:	\$1.0 million
Expenditure Reductions (services and staffing):	1.3 million
Increased Cost Recovery for Fee-Based Services:	1.0 million
Compensation Cost Growth Containment:	<u>1.0 million</u>
	<u>\$4.3 million</u>

As was noted in that report, the amount actually achieved via Compensation Cost Growth Containment and Increased Cost Recovery (revenues) would determine the amount of expenditure reductions required to achieve a structurally balanced budget. The following is an update regarding the four components of the strategy:

- **Operational Efficiencies:**

Consistent with our goal of achieving a structurally balanced budget with as few impacts on our residents, customers and employees as possible, the first priority was to reduce cost via "operational efficiencies." These are a series of measures evaluated as being able to reduce costs without impacting service levels. Approximately \$1.0 million of such efficiencies was identified in the Budget Balancing Blueprint. Since May 4, an additional \$250,000 is being recommended in this category.

Based on further evaluation of energy costs (PG&E), we believe we can reduce the budget for energy costs by an additional \$50,000, partially due to conservation efforts.

It is also recommended that the General Operating Fund's annual contribution to the Equipment Replacement Fund (a total of \$2.1 million) for Fiscal Year 2010-11 be reduced by \$200,000 (these proposals were previously identified in Tier 2 and Tier 3 of the expenditure reductions category). This is in anticipation of being able to reduce costs associated with equipment replacement (primarily vehicles) based on a study to be conducted during the upcoming fiscal year designed to identify ways to reduce cumulative vehicle replacement costs via:

- Reducing the expense of vehicles purchased (type of vehicles).

- Reducing the overall vehicle fleet (number of vehicles) by:
 - Reducing the number of vehicles assigned to individual employees.
 - Reducing the number of "take-home" vehicles.
- Extending the time line for vehicle replacement.

We will also be examining the potential for extending the life and reducing the replacement cost for other equipment, including desktop and laptop computers.

These actions will increase the category of "Operational Efficiencies" to a total of \$1.3 million. A total of 3.5 positions (all vacant) are being eliminated in this "prong" of the strategy.

- **Increased Cost Recovery for Fee-Based Services:**

The City Council has had a series of discussions regarding the potential for increased cost recovery for fee-based services being an important ingredient in a strategy to achieve a structurally balanced General Operating Fund budget. The most recent review of this topic was on May 4. Based on City Council comments and questions and public input, staff has reviewed the recommended adjustments and is making modified proposals. Adjustments have been made in some categories to the total fee proposed and/or to phasing in the increase.

These adjustments are outlined in Attachment A. In summary, the modified recommendations will result in an estimated increase in annual revenue of \$969,700. Recognizing the two-year phase-in of some fees and the delayed impact (due to implementation timing) of other fees, it is recommended that \$138,400 of Budget Contingency Reserve funds be used to temporarily backfill this amount for the upcoming fiscal year. If the City Council concurs with staff's proposals, our estimate is that the additional revenue generated will approximate the \$1.0 million goal established. Obviously, fee yields will need to be monitored and revenue estimates updated based on actual experience.

- **Compensation Cost Containment:**

Staff has continued to review with the various employee organizations the City's financial status and the impact that the estimated increase in employee compensation for next fiscal year (\$2.8 million) will have on the City's ability to minimize the impacts on employees and the public from expenditure reductions. As noted above, a goal of a minimum of \$1.0 million in compensation cost growth

containment was endorsed by the City Council. It should be emphasized that the proposal does not ask employees to reduce their current compensation, but to simply help control the **growth** in compensation next fiscal year. By the cooperation of all employees and their representative organizations, the negative impacts on services and staffing can be greatly reduced. See Attachment B for a summary of employee cost containment.

The amount of assured compensation cost containment (agreed to by employee organizations or otherwise within the City's purview to implement) as of June 1 is approximately \$537,000. This amount is the basis for the expenditure reductions proposed for the upcoming fiscal year. As noted later, while the \$537,000 will reduce the amount of position reductions and service delivery impacts that will be experienced, not achieving the full goal of \$1.0 million will result in a greater number of position reductions (and, therefore, services reduced) than originally hoped. If additional cost savings are achieved prior to budget adoption, some of the additional position reduction proposals can be withdrawn.

- **Expenditure Reductions (Services and Staffing):**

Since the three strategies described above are not sufficient to achieve a structurally balanced budget, a series of expenditure reductions ("Tier 1" of Attachment C) were outlined in the "blueprint" presented on May 4. These proposals have negative impacts and affect both the services we provide to the public and staffing. Except for the overriding need to return to structural balance in the General Operating Fund in order to assure the City's ongoing financial stability, these are clearly actions that would ideally be avoided. Approximately \$1.3 million of these "Tier 1" reductions were identified and assumed in the "blueprint." These original recommendations impact a variety of services and result in the reduction of 8.5 positions (1.5 filled positions).

While the ability to achieve approximately \$537,000 of employee compensation cost growth containment has avoided the necessity of reducing an even greater number of positions (including additional filled positions) in "Tier 2," the failure to achieve the full \$1.0 million goal of compensation growth cost containment as of this time requires an additional reduction of five positions. These positions are the following:

- Supervising Librarian
- Community Services Officer
- Tree Trimmer I/II
- Parks Maintenance Worker III
- Police Records Specialist

Two (2.0) of these positions are currently filled. One (1.0) of the two (2.0) is expected to be vacant by the end of the fiscal year due to a retirement.

The elimination of these positions will have impacts on our residents, customers and employees. Our residents/customers will experience some decrease in service, including decreased park and landscape maintenance and reduced Police Department support services. Current employees could be displaced from their positions and remaining employees will experience increased workloads. If additional employee compensation cost containment is confirmed prior to the budget hearing on June 15, a modified proposal regarding position reductions will be presented at that time.

It is recommended that \$128,000 of Budget Contingency Reserve funds be used to temporarily extend the funding of filled positions until December 31, 2010 in order to hopefully identify alternative positions for these individuals to fill or to provide additional time to develop appropriate transition plans.

Based on the above, the updated General Operating Fund Budget Balancing Blueprint is as follows:

Operations Efficiencies:	\$1.3 million
Expenditure Reductions (Services and Staffing):	1.8 million
Increased Cost Recovery for Fee-Based Services:	1.0 million
Compensation Cost Containment:	<u>0.5 million</u>
	<u>\$4.6 million</u>

The Proposed Budget structurally balances the General Operating Fund budget with a projected \$59,000 positive balance.

SPECIAL AND UTILITY FUNDS

- **Building Inspection Fund (GF):**

The Building Inspection Fund operates as a separate fund within the General Fund. It is designed for building inspection services to be completely self-supporting from fees (and, therefore, not placing a demand on other General Operating Fund revenues) while also assuring that fees collected for inspections are used for that purpose.

Due to the recession and dramatically slowed private development activity, budgeted expenditures were estimated to exceed revenues by approximately \$1.0 million at the time of budget adoption for the current fiscal year. Based on actual experience during the fiscal year, the deficit is projected to be approximately \$162,000 for the current fiscal year. The Proposed Budget estimates a potential shortfall in this fund of \$388,000 for Fiscal Year 2010-11. Increased development activity, with a slowly improving economy, could erase this projected deficit. Additionally, the fund has a significant reserve to respond to fluctuations in building activities (currently estimated at \$5.1 million). No significant changes are proposed to this fund.

- **Shoreline Golf Links Fund (GF):**

The Shoreline Golf Links Fund also operates as a separate fund within the General Fund. This fund is facing significant financial challenges with an increasing gap between operating revenues and expenditures. While this fund's reserve has been backfilling for any deficits, the reserve is estimated to be essentially depleted by the end of the upcoming fiscal year. The current fiscal year budget is estimated to require a draw-down on the reserve of \$552,000. This demand on the reserve is estimated to increase to \$813,000 for Fiscal Year 2010-11. The reserve for this fund was \$1.4 million at the end of Fiscal Year 2008-09 and could be under \$100,000 by the end of Fiscal Year 2010-11. Significant changes to the financial structure (including revenues and expenditures) of this fund are required to address this challenge. A Study Session on this topic is scheduled to be held prior to the end of June.

- **Downtown Revitalization Authority Fund:**

The Revitalization Authority (Authority) Fund was established in 1969 to assist with the redevelopment of downtown Mountain View. The Authority has been instrumental in helping accomplish the goal of creating a vibrant, healthy and economically viable downtown. The Fund is in good financial condition with its revenues able to cover its expenditures (including operating costs, debt service on bonds and capital project expenditures). The only significant expenditure change in the Proposed Budget is \$2.3 million from the Housing Set-Aside Fund for the Downtown Family Housing Project.

The major issue associated with this fund is the currently scheduled expiration of the Authority project area in April 2011. The City Council has asked staff to report on options associated with this expiration deadline. Options regarding potential short- or long-term extension of the District will be reviewed. If extended, impacts

on affected taxing agencies will need to be addressed. If not extended, a "wind-down" plan will need to be finalized and implemented.

- **Shoreline Regional Park Community Fund:**

This district/fund was created in 1969 to facilitate the development and support of the Shoreline Regional Park and the surrounding North Bayshore Area. This fund is in good financial condition and able to meet its financial obligations. Expenditures in this fund include payments to Santa Clara County, the Mountain View Whisman School District and the Mountain View-Los Altos High School District. Included in the Proposed Budget are additional appropriations for maintenance activities in the district, including proposed capital improvement projects of \$796,000. Notable issues include the proposed creation of a \$10.0 million reserve for potential "strategic economic development initiatives" that could encompass investments in projects or land acquisition. Additionally, a tax allocation bond issue is anticipated to fund the construction of Fire Station No. 5, the Permanente Creek Trail Highway 101 Overcrossing Project and the Shoreline Sports Complex (playing fields) Project.

The City's enterprise utility funds are funded by the rates charged to customers. In a July 2006 California Supreme Court decision (Bighorn), the Court ruled that utility rates charged by governmental entities for water, sewer and refuse services are considered property-related fees and are subject to the procedural requirements of Proposition 218, Article 130 of the California Constitution. Proposition 218 (as now interpreted) requires government agencies that charge for utility services to conduct a majority protest hearing prior to adopting any changes in utility rates. A notice must be mailed no later than 45 days prior to the public hearing, include the proposed rate adjustment, the calculation methodology and describe the process for submitting a protest vote to the rate adjustments.

The notices sent out April 24, 2009 (last fiscal year) provided for future inflationary increases and increases for pass-through costs. This allows for future rate increases within the prescribed limits to be approved without having to hold a hearing each fiscal year for up to an additional four years as provided by the legislation. For Fiscal Year 2010-11, the proposed rate increases fall within the pass-through and inflationary guidelines and, therefore, a Proposition 218 hearing is not needed. Staff will be mailing a notification letter of the proposed rate increases before the adoption of the Fiscal Year 2010-11 budget.

- **Water Enterprise Fund:**

The Water Enterprise Fund comprises the City's water utility and operates as a separate financial entity from the City's General Operating Fund. No general-purpose taxes support the City's water utility. Charges to customers fully fund this utility service. Even though the fund's expenditures for the current fiscal year will exceed revenues by approximately \$2.0 million (after taking into consideration the net change in assets), this is due to a high level of capital projects in addition to a payment to cover previously accrued retirees' health insurance costs. With the proposed 5.0 percent rate increase, Fiscal Year 2010-11 revenues match Fiscal Year 2010-11 expenditures. The need for the 5.0 percent rate increase is directly related to the 15.2 percent increase in wholesale water costs from the San Francisco Public Utilities Commission (Hetch-Hetchy), which accounts for 86.0 percent of the utilities water supply. This enterprise fund will remain in stable financial condition with the proposed 5.0 percent increase.

- **Wastewater Enterprise Fund:**

The Wastewater Enterprise Fund is another separate financial entity from the General Operating Fund. Like the other enterprise funds, it provides 100.0 percent cost-recovered, fee-based services to its customers. While originally budgeted to have an approximate \$608,000 deficit for the current fiscal year, a higher than expected credit from the jointly funded wastewater treatment plant is the primary reason this fund is currently estimated to have a balance of approximately \$2.2 million (after taking into consideration the net change in assets) for Fiscal Year 2009-10. Based on the favorable condition of this fund, it is projected the Fiscal Year 2010-11 budget can be balanced without a rate increase. Therefore, no rate increase is proposed for Fiscal Year 2010-11 for the Wastewater Enterprise Fund.

- **Solid Waste Management Enterprise Fund:**

The Solid Waste Management Enterprise Fund is the City's utility fund that provides resources for solid waste-related services, including refuse collection and disposal, recycling services, street sweeping and maintenance of two of the City's three closed landfills. It is also exclusively supported by fees charged to customers—not general-purpose taxes.

While expenditures for the current fiscal year are on target, City-budgeted waste disposal revenues are down in excess of \$600,000 due to the impacts of the recession (primarily decreased commercial/office demand for service). Expenditures are currently projected to exceed revenues for the current year by

\$1.3 million (after taking into consideration the net change in assets). In addition to the decline in revenues, cost increases associated with the SMaRT® Station and our contract for refuse and recycling collection with Recology (formerly Foothill Disposal), and other program cost increases, are resulting in greater than normal growth in expenditures. These factors combine to require a 12.0 percent rate increase to achieve a balanced budget. However, recognizing the still tenuous nature of the economy and its impacts on our residents and businesses, an 8.0 percent rate increase is being proposed. This will result in a draw-down on the fund's "working capital" from an estimated balance of \$1.5 million to a projected balance of \$770,000 (in addition to this fund's reserve of \$2.6 million). Without a recovery of business volume and resulting revenues, the 8.0 percent (versus 12.0 percent) rate increase could require higher than average rate increases in future years.

GENERAL FUND CARRYOVER BALANCE AND RESERVES

The Proposed Budget recommends the use of a limited amount of General Fund Carryover Balance and allocates funding to maintain/restore reserve levels for several City reserves.

Due to the City's very challenging financial circumstances, estimated General Fund Carryover Balance (a combination of an operating balance estimated to be \$266,000 and one-time revenue and expenditure savings of \$1.4 million) is projected to be a very modest \$1.7 million. Proposed limited-period expenditures, transition funding and supplemental funding for compensated absences will require an estimated \$3.0 million. These areas will exceed the estimated carryover balance and require a transfer of approximately \$1.3 million from the Budget Contingency Reserve. These and other demands will result in the Budget Contingency Reserve being reduced from an estimated \$7.8 million to approximately \$6.5 million by the end of Fiscal Year 2010-11.

As noted, the General Fund Budget Contingency Reserve is being used to assist with the Fiscal Year 2010-11 budget. Of the currently estimated balance in this reserve of \$7.8 million, approximately \$1.3 million is being allocated in this budget for the following purposes:

Limited-Period Expenditures:	\$743,000
Transition Funding for Employees in Eliminated Positions:	\$128,000
Revenue Backfill	\$138,000
Supplemental to Compensated Absences Fund	\$2,000,000

The only other significant proposals regarding reserves involves a transfer of \$525,000 from the Workers' Compensation Reserve to the Liability Self-Insurance Reserve in order to rebalance both reserves.

SUMMARY AND CONCLUSION

The City of Mountain View is concluding another year of significant financial challenge. The "Great Recession" has taken a toll on this community, as it has throughout the country and world. However, the City of Mountain View has aggressively addressed this challenge in a number of ways. In addition to continuing with a focused and purposeful economic development effort to assist with the City's long-term recovery, the challenge of declining revenues, in conjunction with increasing expenditures, has been confronted aggressively. An estimated \$6.0 million structural deficit for the current fiscal year was reduced to \$1.6 million as a result of implementing a series of aggressive strategies in conjunction with the adoption of the current fiscal year's budget.

The Proposed Budget will restore the General Operating Fund's structural balance through a series of proposals regarding revenues (primarily increased cost recovery through fees for service modifications), expenditure reductions and containing the growth of employee compensation costs. The Proposed Budget is a reasonable plan to restore the General Operating Fund to structural balance.

In the coming weeks, the City Council will review potential mid-/long-term strategies to assist in maintaining a structurally balanced budget and to assure the City's long-term fiscal sustainability.

Achieving the goal of a structurally balanced budget (which is eluding many other communities) would be a major accomplishment in the context of the severe economic conditions experienced over the past two years. While this effort has not been easy, with difficult choices and with some unfortunate consequences, the restoration of structural balance will significantly increase the likelihood that the City will be able to recover with a recovering economy without major damage to service capacity or financial stability.

The Proposed Budget also makes recommendations regarding the City's other funds to generally keep them in appropriate financial condition. A limited number of reserve modifications are also being proposed.

The development of this Proposed Budget could not have been accomplished without the hard work and creativity of many members of the City organization. The department heads have worked diligently under significant pressure to develop difficult, but

responsible, recommendations for expenditure reductions. An interdepartmental staff team spent untold hours reviewing and developing fee-for-service recommendations. A number of employee organizations have stepped up to help contain the growth in the City's No. 1 expenditure area—employee compensation. Members of the "budget team" have demonstrated creativity and tenacity in tackling this difficult problem. And the members of the City Council have endured a long series of Study Sessions, stretching back to last June, to review budget issues and provide incremental policy direction.

We are on the verge of accomplishing what few California cities are able to achieve in this economy—a structurally balanced budget. While this will not be done without some difficult decisions, it is the single most important action the City Council can take to assure the City's long-term financial success while protecting essential as well as "quality-of-life services" for the Mountain View community.

I look forward to reviewing this Proposed Budget with you on June 15 and June 22.



Kevin C. Duggan
City Manager

KCD/PJK/2/BUD
546-06-15-10M-E^

- Attachments:
- A. Status of Employee Compensation Cost Containment
 - B. Revenue Enhancements for Fiscal Year 2010-11
 - C. Fiscal Year 2010-11 Proposed General Operating Fund Budget Reductions

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REVENUE ENHANCEMENTS FOR FISCAL YEAR 2010-11

INTRODUCTION

On April 6, 2010 and on May 4, 2010, the City Council reviewed specific proposals regarding the second prong, revenue enhancements, in the City's three-pronged approach to structurally balance the City's General Operating Fund budget for Fiscal Year 2010-11. The major focus of the potential revenue enhancements presented was to increase the cost recovery for existing services and suggest potential new fees. At the April and May Study Sessions, the City Council reviewed:

- Draft Cost-Recovery Policy for Recreation Services/Programs.
- Recommended changes to existing fees.
- Identification of potential new fees.

Based on City Council comments and public comments regarding the potential array of revenue enhancements, some proposals have been further reviewed and refined. A Historic Preservation Permit Fee is no longer recommended, and the City Council has indicated it is not interested in pursuing a Shoreline Park Parking Fee. As will be described, there have been modifications to some of the initial recreation fee proposals based on Council comments, additional benchmarking with other cities, more detailed review with user groups and concern regarding how program participation might be affected. In addition, some recreation fees are now recommended to be phased in over a two-year period to smooth the increase to customers.

With these refinements, the projected revenue from recommended fee increases is \$969,700, essentially meeting the \$1.0 million goal for enhanced revenue. This projection is \$83,000 below the preliminary \$1.1 million projection presented in May, due to the refinements to recommended recreation fees.

This attachment reviews the major categories of fee recommendations and highlights changes that have occurred since the May Study Session. The comprehensive schedule of fee recommendations is attached in a series of exhibits.

OVERVIEW OF PROPOSED FEE ADJUSTMENTS

The table below summarizes the proposed fee revenue adjustments. Fee proposals for Community Development, Public Works, Library Services and Police are the same as presented at the May Study Session and are summarized below and detailed in Exhibit 1. Adjustments to Community Services recreation fees are described below.

Proposed Fee Revenue

Community Development	\$ 55,100
Community Services:	
Center for the Performing Arts	36,500
Forestry	46,600
Recreation	<u>554,300</u>
Subtotal—Community Services	\$637,400
Library Services	200
Police	221,900
Public Works	<u>55,100</u>
Total Recommended Fee Revenue	<u>\$969,700</u>

MODIFICATIONS TO PROPOSED RECREATION COST-RECOVERY POLICY AND CORRESPONDING FEES

The following information summarizes the proposed adjustments to the draft Cost-Recovery Policy and corresponding fees. Exhibit 2 is the revised schedule of proposed fees. Fees that have been modified since the May Study Session are bolded on the exhibit.

Los Altos-Mountain View Aquatics Club (LAMVAC) (No. 20)

Originally, staff recommended that LAMVAC be placed in Level 3 of the draft Cost-Recovery Policy based on exclusive use of a facility. After learning more about the structure of LAMVAC programs and the ability for interested swimmers to join the swim club anytime throughout the year, staff recommends moving LAMVAC to Level 2, which would be consistent with other youth sports organizations. The original cost-recovery proposal for LAMVAC indicated the hourly fee would be \$76 per hour, which equated to 122 percent of direct costs. The new hourly fee proposed will be

\$44 per hour (70 percent of direct costs—consistent with fees charged for other youth sports organizations). The cost increase for LAMVAC is proposed to be phased over a two-year period.

Mountain View Masters (Nos. 53 and 54)

Staff collected additional information regarding the rental fees other cities charge Masters programs for use of a pool. Based upon this information, it was determined that the City's current amount of cost recovery for Mountain View Masters exceeds the cost recovery for Masters programs in surrounding cities. As a result, staff no longer recommends a fee increase for the Mountain View Masters Program.

Nonresident Policy

Council expressed a desire for nonresident fees to be set higher than fees for residents. The draft Cost-Recovery Policy recommends that nonresident fees be set at 25 percent higher than resident fees with a \$1 minimum. While one other city sets its nonresident rate at 30 percent higher than the resident rate, staff believes that 25 percent would be the appropriate nonresident charge for Mountain View. Staff is concerned that setting the rate higher could negatively impact participation in programs.

When applying the proposed 25 percent nonresident fee to the recommended recreation fees, in a handful of cases (such as the fee for the Recreation Swim Day Pass), the actual amount of the resident fee increase is higher than the nonresident fee increase. As a practical matter, the sharper increase to resident fees will happen only in programs such as Aquatics where, historically, the level of City subsidy has been greater. As all recreation fees move toward market rates for cost recovery, future adjustments to resident rates should generally be less and always be 25 percent less than nonresident rates.

Senior Nonresident Rate (Nos. 3, 4 and 6)

Historically, Mountain View has identified seniors as a target population and offered services at reduced rates. For programs such as Aquacize, Aquatic Fitness and Lap Swim, a discounted senior rate has been offered to senior nonresidents as well. The original fee proposal eliminated the senior nonresident rate for aquatics programs, which would have sharply increased the cost for a senior nonresident to participate in aquatics programs in Mountain View. After further consideration, staff proposes that the senior nonresident rate category continue and be consistent with the draft Cost-Recovery Policy of 25 percent more than the senior resident rate.

Aquatics Fees (Nos. 3, 4, 5, 45 and 46)

The proposed fee increases for Lap Swim, Aquacize and Aquatic Fitness were trending toward the higher end of comparable rates. Concerns were raised by participants that

the fee increases were too steep. After review, staff recommends lowering the fee increases to the lower end of comparable rates. This would still move the programs toward a higher percentage of cost recovery than current rates and keep the cost increase at a manageable rate for participants.

Willowgate Community Garden (No. 14)

Staff revisited the prioritization of the Willowgate Community Garden as part of the draft Cost-Recovery Policy levels. Although gardeners expressed the viewpoint that community gardens provide benefits to the greater community, due to the exclusive use of the garden by individual plot permit holders, staff recommends that the Willowgate Community Garden stay in Level 3. In consideration that some gardeners at Willowgate may be seniors, the Senior Garden rate of \$42 is recommended for Willowgate gardeners who are seniors (55 or older). Offering a senior rate would be consistent with the City philosophy of supporting senior programs and services at a reduced rate.

YMCA Fee (No. 32)

The YMCA operates a youth basketball league at the Mountain View Sports Pavilion and the Whisman Sports Center yearly during the months of January through March. The City provided a special half-court hourly rate for the YMCA of \$20. Staff originally proposed eliminating the discounted rate. In order to be consistent with other youth sports organizations and as an opportunity to further partner with schools and nonprofits serving youth, a revised half-court gym rental rate of \$29 per hour is proposed in Level 2.

Phasing

Since many recreation fees were below market, the movement toward market rate and increased cost recovery may be significant in some cases. Staff reviewed the proposed increase for each fee and recommends phasing for programs such as Senior Lap Swim, Aquacize, Aquatic Fitness, LAMVAC, gym rentals, Willowgate Community Garden and holiday classes. Phasing will help keep participation numbers high while participants gradually become accustomed to the new fees for service.

CONCLUSION

One of the three prongs proposed to structurally balance the Fiscal Year 2010-11 General Operating Fund budget is achieving additional revenues through higher levels of cost recovery. Staff has developed a draft Cost-Recovery Policy for recreation fees, and that policy has been reviewed by the Parks and Recreation Commission (PRC). The PRC concurred with staff's categorization of services and that the policy is in alignment with the Recreation Plan. Staff has also reviewed all fees proposed for modification and indentified those fees that are proposed to be phased in over a two-year period. The estimated shortfall in revenues, due to the delay in implementing the full recommended fee, is proposed to be backfilled for Fiscal Year 2010-11 by the Budget Contingency Reserve in the amount of \$138,400.

A summary of revenues generated by the recommended fee adjustments is as follows:

Community Development	\$ 55,100
Community Services:	
Center for the Performing Arts	36,500
Forestry	46,600
Recreation Fees	554,300
Library Services	200
Police Department	221,900
Public Works	<u>55,100</u>
 Total Additional Revenue	 <u>\$969,700</u>

Based on the proposed fees, the goal of achieving the \$1.0 million in revenue enhancement prong to assist in balancing the budget for Fiscal Year 2010-11 is achievable.

SN/2/BUD

541-05-25-10A-E^

- Exhibits: 1. Department Fee Schedules
2. Recommended Recreation Fees, Cost Recovery Targets and Projected Additional Revenue

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FEE SCHEDULE—COMMUNITY SERVICES DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
	§ 38.101	<u>Center for the Performing Arts</u> Nonprofit Rental Fees Percentage of Gross Ticket Sales (All Stages)	Dependent on the type of renter and the current percent- age paid by each renter.	Dependent on the type of renter and the current percent- age paid by each renter.	Percentage (5% to 20%)	7/1/10
		Performance Fee Base Rate (MainStage) Weekend (Ticketed Performance)	\$1,050.00	\$1,500.00	Event	7/1/10
		Weekend (Nonticketed Performance)	\$1,650.00	\$2,100.00	Event	7/1/10
		Weekday (Ticketed Performance)	\$750.00	\$1,200.00	Event	7/1/10
		Weekday (Nonticketed Performance)	\$1,350.00	\$1,800.00	Event	7/1/10
		Transaction (On-Line)	\$3.00	\$5.00	Order	7/1/10
		Ticket Purchase (On-Line) ⁽¹⁾	No Fee	\$0.50	Ticket	7/1/10
		Ticket Purchase (Box Office Phone)	\$2.00	\$2.50	Ticket	7/1/10
		Renter Sold Tickets	\$0.50	\$1.00	Ticket	7/1/10

FEE SCHEDULE—COMMUNITY SERVICES DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
		<u>Forestry:</u>				
		Heritage Tree Application ⁽¹⁾	No Fee	\$116.00	Application	7/1/10
		Heritage Tree Appeal	\$15.00	\$50.00	Appeal	7/1/10

FEE SCHEDULE—PUBLIC WORKS DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
§ 66499.35		Certificate of Compliance	\$542.00	\$700.00	Fixed	8/8/10
	§ 27.17	Encroachment Permit:				
		Debris Box	\$89.00	\$114.00	Fixed	8/8/10
		Nonresidential	\$1,525.00	\$1,955.00	Fixed	8/8/10
		Residential	\$834.00	\$1,069.00	Fixed	8/8/10
		Temporary	\$658.00	\$840.00	Fixed	8/8/10
	§ 27.43	Excavation Permit (all types)	\$115.00 or 15% of construction cost	\$211.00 or 15% of construction cost	Hour (3 hour min.) or Percent	8/8/10
	§ 27.43	Hourly Labor Rate (Research, Plan Check, Inspection) ⁽²⁾	\$115.00	\$119.00	Hour (2 hour min.)	8/8/10
§ 66412		Lot Line Adjustment	\$1,759.00	\$2,259.00	Fixed	8/8/10
§ 66451.2	§ 28.27(b)	Map Check: Final Map	\$3,742.00 plus \$10.00	\$4,717.00 plus \$12.00	First 2 lots Each add'l. lot	8/8/10
	§ 28.19(b)	Parcel Map	\$2,245.00	\$2,795.00	Fixed	8/8/10

FEE SCHEDULE—PUBLIC WORKS DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
§ 8300 <i>et seq.</i>	§ 27.18	Right-of-Way Vacation	\$1,194.00	\$1,534.00	Fixed	8/8/10
§ 8740.1	§ 28.6.1	Segregation of Assessment Districts	\$1,746.00 plus \$155.00	\$2,241.00 plus \$211.00	First 2 lots Each add'l. lot	8/8/10
	§27.23	Sidewalk Permit: Residential	\$2.56 (\$128.00 min.)	\$3.36 (\$168.00 min.)	Linear Foot	8/8/10
		Nonresidential	\$226.00 +5.0% of Construction Cost	\$291.00 +5.0% of Construction Cost	Fixed + Percentage	8/8/10
	27.65(c)	Street Improvements Reimbursement: ⁽²⁾ Major Structural Street Section R1 and R2 Street Section R3 Structural Street Section Standard and Ornamental Street Lighting Standard PCC Curb and Gutter Standard PCC Driveway Approach Standard PCC Sidewalk Street Trees (15 gallon)	\$9.24 \$7.41 \$8.43 \$23.30 \$27.11 \$9.24 \$8.43 \$10.42	\$9.18 \$7.37 \$8.38 \$23.16 \$26.95 \$9.18 \$8.38 \$10.38	Square Foot Square Foot Square Foot Linear Foot Linear Foot Square Foot Square Foot Linear Foot	8/8/10 8/8/10 8/8/10 8/8/10 8/8/10 8/8/10 8/8/10 8/8/10

FEE SCHEDULE—COMMUNITY DEVELOPMENT DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
	§36.100.050 (a)	Sidewalk Café Application	\$498.00	\$747.00	Fixed	7/1/10
	§A36.80.030	Conditional Use Permits (CUP):				
		Child-Care Center	\$135.00	\$1,827.00	Fixed	7/1/10
		Family Child-Care Center	\$71.00	\$200.00	Fixed	7/1/10
		New	\$1,929.00	\$3,858.00	Fixed	7/1/10
	§A36.80.030	Design Review (DRC):				
		<2,000 Square Feet	\$667.00	\$1,158.00	Fixed	7/1/10
		>2,000 Square Feet				
		Housing <2 Acres	\$1,736.00	\$2,315.00	Fixed	7/1/10
		Child-Care Centers	\$75.00	\$1,736.00	Fixed	7/1/10
		Major Floor Area Ratio (FAR) Exception in R1 Districts	\$2,772.00	\$5,544.00	Fixed	7/1/10
		Structures on New Standard Subdivisions of ≥ 5 Lots	\$2,981.00	\$5,926.00	Fixed	7/1/10
	§28.10	Maps:				
		Parcel Map—				
		Housing <2 Acres	\$1,459.00	\$1,947.00	Fixed	7/1/10
	§28.15	Tentative Map—				
		Housing <2 Acres	\$2,174.00	\$2,889.00	Fixed	7/1/10

FEE SCHEDULE—COMMUNITY DEVELOPMENT DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
	§A36.80.030	Planned Community Permit (PCP): New Construction (ZA Review) Housing <2 Acres	\$2,684.00	\$3,578.00	Fixed	7/1/10
		New Construction (ZA, CC Review) Housing <2 Acres	\$5,314.00	\$7,085.00	Fixed	7/1/10
	§A36.80.030	Planned Unit Development (PUD): New Construction (ZA Review) Housing <2 Acres	\$3,425.00	\$4,559.00	Fixed	7/1/10
		New Construction (ZA, CC Review) Housing <2 Acres	\$4,682.00	\$6,246.00	Fixed	7/1/10
	§A36.80	Signs: New Sign Program	\$245.00 \$245.00	\$368.00 \$579.00	Fixed Fixed	7/1/10 7/1/10
	§A36.80.030	Temporary Use Permit (TUP)	\$245.00	\$368.00	Fixed	7/1/10
	§A36.80.030	Transit-Oriented Development (TOD): New Construction (ZA, CC Review) Housing <2 Acres	\$5,736.00	\$7,647.00	Fixed	7/1/10

FEE SCHEDULE—COMMUNITY DEVELOPMENT DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
	§A36.80.030	Variance: R1/R2	\$1,224.00	\$2,457.00	Fixed	7/1/10

FEE SCHEDULE—LIBRARY SERVICES DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
		Facility Rental: Community Room	\$25.00 \$50.00	\$50.00 \$100.00	<4 Hours >4 Hours	7/1/10 7/1/10
		Monarch Room/Swallowtail Room ⁽³⁾	\$10.00 \$20.00	\$15.00 \$25.00	<4 Hours >4 Hours	7/1/10 7/1/10

FEE SCHEDULE—POLICE DEPARTMENT

State Code § (if any)	MVCC §§	Title of Fee	Current Fee	Proposed Fee	Fee Basis	Effective Date
		Alarms:				
	40.5c	Annual Permit—Residential	\$16.50	\$20.00	Annual	7/1/10
	40.5c	Annual Permit—Commercial	\$63.00	\$80.00	Annual	7/1/10
	40.17b	First Response	No Charge	No Charge		7/1/10
	40.17b	Second Response	\$82.00	\$100.00	Within the prior 12-month period	7/1/10
	40.17b	Third Response	\$110.00	\$150.00	Within the prior 12-month period	7/1/10
	40.17b	Fourth Response	\$220.00	\$250.00	Within the prior 12-month period	7/1/10
	40.17b	Fifth Response and Over	\$330.00	\$500.00	Within the prior 12-month period	7/1/10
		Clearance Letter	\$12.00	\$40.00	Fixed	7/1/10
		Citation Sign-Off:				
		MVPD/MV Resident	No Charge	No Charge		7/1/10
		Non-MVPD/MV Resident	\$8.00	No Charge	Fixed	7/1/10
		MVPD/MV Nonresident	\$12.00	\$25.00	Fixed	7/1/10
		Non-MVPD/MV Nonresident	\$12.00	\$25.00	Fixed	7/1/10
CVC 22850.5		Vehicle Release: Stored/Impound	\$75.00	\$150.00	Fixed	7/1/10

⁽¹⁾ New fee.

⁽²⁾ Not presented at April 6 Study Session. This fee is recommended in accordance with annual practice of reviewing fees and modifying with CPI, COLA or ENR.

⁽¹⁾ Recommended to include the Swallowtail Room in this rental price range.

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PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
Level 1 (0%-50% of Direct Costs)							
1 Afterschool Programs (Elementary)	No Fee	No Fee		0%	0%	\$0	\$11.25-33.60/hour 6.00/day 20.00-400.00/month
2 Afterschool Programs (Teen) Note: Third party contributes \$10,000 annually	No Fee	No Fee		0%	0%	0	10.00-33.60/hour 1.00/day Teen Center or drop in
Aquatics:							
Aquatic Fitness/Aquacize							
3 Aquatic Fitness- Senior	1.00/class (55 min class)	2.00/class (R) 3.00/class (NR) 3.00/class (R) 4.00/class (NR) (55 min class)	(3) October '10 (3) October '11	45%	22% (A)(2)	390	3.00-6.00/class (45-60 min)
4 Aquacize - Senior	1.00/class (55 min class)	2.00/class (R) 3.00/class (NR) 3.00/class (R) 4.00/class (NR) (55 min class)	(3) October '10 (3) October '11			780	6.00/class (45-60 min)
Lap Swim:							
5 Lap Swim Pass (Sr Res)	15.00/25 swims (0.60/swim)	30.00/25 swims (1.20/swim) 45.00/25 swims (1.80/swim)	(3) October '10 (3) October '11	30%	53% (B)(2)	Included in Level 3 Lap Swim projection of \$47,902	1.50-3.50/swim
6 Lap Swim Pass (Sr NR)	26.25/25 swims 1.05/swim	38.00/25 swims (1.52/swim) 56.00/25 swims (2.24/swim)	(3) October '10 (3) October '11	38%		Included in Level 3 Lap Swim projection of \$47,902	3.60-5.00/swim +30.00/year (NR Sr)

(A) The projected cost recovery of 22% is for the entire Aquatic Fitness/Aquacize program. This includes senior classes categorized in Level 1 at 45% target recovery and regular classes categorized in Level 3 at 122% target recovery.

(B) The projected cost recovery of 53% is for the entire Lap Swim program. This includes senior passes categorized in Level 1 at 30% target recovery and regular passes categorized in Level 3 at 122% target recovery.

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
Banners (NP/Schools):							
7 Application	23.25	52.00/application	July '10	30%	30%	345	35.00/application
8 Hanging	76.00	139.00/hanging	July '10	30%	30%	1,953	372.00-732.00 flat 25.00-134.00/week (+insurance) +25% NR
General Use Notification (4):							
9 Schools	No Fee	No Fee		0%	0%	0	
10 Private	No Fee	62.00/application	July '10	50%	50%	1,240	1.00-2.00/person/hr 55.00-100.00/event
Seniors:							
11 Senior Classes	No Fee	No Fee		0%	0%	0	No comparables
12 Senior Dances	4.00/5.00	4.00/5.00		25%	25%	0	No comparables
13 Senior Garden (Res only)	11.75/plot/year	42.00/plot/year	July '10	20%	59%	1,845	15.00-50.00/plot/yr or 0.15¢/sq ft
14 Willowgate Garden (Sr)	40.75/plot/year	42.00/plot/year	July '10	20%	59% (C)	1,764	No Senior rates
15 Senior Social Services	No Fee	No Fee		0%	0%	0	No comparables
Teens:							
16 The House (Teen Center)	No fee	No Fee		0%		0	5.00-10.00/year
17 Teen Dances	3.00 Member 5.00 Advance 8.00 @ Door	3.00 Member 5.00 Advance 8.00 @ Door		5%	2%	0	5.00
18 Teen Open Gym	No Fee	No Fee		0%	0%	0	No comparables
19 Volunteer Services	No Fee	No Fee		0%	0%	0	No comparables

(C) The projected cost recovery of 59% is for the entire Willowgate Garden program. This includes a senior rate categorized in Level 1 at a 20% target recovery and a non-senior rate categorized in Level 3 at 122% target recovery.

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>		<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
<u>Level 2 (50%-100% of Direct Costs)</u>								
Aquatics:								
20	Los Altos Mountain View Aquatic Club (4) (LAMVAC)	No Fee	22.00/hour ⁽³⁾ 44.00/hour ⁽³⁾	September '10 September '11	70%	35% ⁽²⁾	13,200	6,000-12,000 annual
Recreation Swim:					50%	40% ⁽²⁾	8,782	
Recreation Swim Day Pass								
21	Child (R)	1.50	3.00	June '11				1.50-4.00
22	Child (NR)	3.25	4.00	June '11				2.00-6.00
23	Adult (R)	3.25	4.00	June '11				2.00-4.00
24	Adult (NR)	4.25	5.00	June '11				2.00-6.00
25	Family (R)	6.25	10.00	June '11				2.00 or Individual Rate
26	Family (NR)	15.25	18.00	June '11				Individual Rate
27	Spectator	1.50	3.00	June '11				2.00-5.00 or swimmer rate
Recreation Swim Season Pass								
28	Child (R)	40.75 (0.58¢/day)	66.00 (.94¢/day)	June '11				30.00-175.00 (.44¢-1.47/day) or 2.00-6.00 day pass rate +30%-50% NR
29	Adult (R)	52.25 (0.75¢/day)	88.00 (1.26¢/day)	June '11				30.00-196.00 (.44¢-2.80/day) or 2.00-6.00 day pass rate +30%-50% NR
30	Family (R)	75.75 (1.08¢/day)	150.00 (2.14¢/day)	June '11				88.00-200.00 (1.26-2.94/day) or individual day pass rate +30%-50% NR

Note: No non-resident recreation swim season passes available for CMV pools.

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>		<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
31	Athletic Field Rental - YSO & NP	1.00/hour	2.00/hour	July '10	70%	70%	20,000	1.00-20.00/hour (R) 22.00-66.00/hour (NR)
32	Gym Rentals (MVSP and WSC): Youth-Half Court (Schools/NP)	20.00/hour	29.00/hour	August '10	70%	35%	3,816	No comparables
33	Plaza Use Application	76.00/ application	131.00/ application (R only)	July '10	75%	75%	165	
34	Special Event Application (K-14 events NP providing services to CMV Res)	76.00/ application	131.00/ application (R only)	July '10	75%	75%	605	100.00-250.00

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
<u>Level 3 (80%-122% of Direct Costs)</u>							
Adult Sports:				100%	49% ⁽²⁾		
35 Basketball (plus (D) and (E))	57.75/game	65.00/game	September '11			1,015	45.00-73.00/game +35.00/game (ref)
36 Flag Football (plus (D) and (E))	57.75/game	65.00/game	May '11			508	No programs offered
37 Coed Softball (plus (D), (E) and (F))	52.25/game	67.00/game	February '11			3,614	45.00-81.33/game
38 Mens Softball (plus (D), (E) and (F))	57.75/game	67.00/game	February '11			2,266	45.00-81.00/game
39 Volleyball (plus (D) and (E))	34.75/game	48.00/game	September '10			928	40.00-50.00/game
40 Non Resident Player	12.50/player	12.50/player	September '10			0	10.00/player/ season or 0%-13%
41 (D) SANCRA Enrollment- all sports (4)	No Fee	.50¢/game/team	September '10			385	No comparables
42 (E) Quick Score - all sports (4)	No Fee	.60¢/game/team	September '10			462	No comparables
43 (F) ASA Enrollment (coed/mens softball only) (4)	No Fee	1.50/game/team	September '10			735	60.00/team
44 Forfeit	34.75/game	40.00/forfeit	September '10			0	20.00-60.00/game
Aquatics							
Aquacize/Water Aerobics:				122%	22% ^{(A)(2)}		
45 Aquatic Fitness- Adults	3.00/class (55 min class)	4.50/class (R) ⁽³⁾ 5.75/class (NR) 6.00/class (R) ⁽³⁾ 7.50/class (NR) (55 min class)	October '10 October '11			585	2.75-8.63/class (R) +14%-66%/class or +30.00 annual (NR)
46 Aquacize-Adults	3.25/class (55 min class)	4.50/class (R) ⁽³⁾ 5.75/class (NR) 6.00/class (R) ⁽³⁾ 7.50/class (NR) (55 min class)	October '10 October '11			975	6.00/class (R) +14%-66%/class or +30.00 annual (NR)

(A) The projected cost recovery of 22% is for the entire Aquatic Fitness/Aquacize program. This includes senior classes categorized in Level 1 at 45% target recovery and regular classes categorized in Level 3 at 122% target recovery.

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
Group Swim Lessons:				122%	122%	52,376	
47 Youth & Adult (R)	4.00/30 minutes	7.00/30 minutes	May '11				5.30-9.22/30 min (Y) 5.30-12.50/30 min (A)
48 Youth & Adult (NR)	5.39/30 minutes	8.75/30 minutes	May '11				6.80-9.88/30 min (Y) 6.80-12.50/30 min (A)
Lap Swim				122%	53% (B)(2)	47,902	
49 Day Pass (R)	3.00	5.00	October '10				2.50-5.50
50 Day Pass (NR)	4.00	6.00	October '10				2.50-5.00 +30.00 annual
51 Pass (R)	52.50/25 swims (2.10/swim)	87.50/25 swims (3.50/swim)	October '10				2.50-3.50/swim
52 Pass (NR)	63.75/25 swims (2.55/swim)	109.00/25 swims (4.36/swim)	October '10				2.50-5.00/swim +30.00 annual
(B) The projected cost recovery of 53% is for the entire Lap Swim program. This includes senior passes categorized in Level 1 at 30% target recovery and regular passes categorized in Level 3 at 122% target recovery.							
53 Masters Swimming (R)	17.50/month	17.50/month	N/A	122%	58% (2)	0	10,000-24,000
54 Masters Swimming (NR)	29.00/month	29.00/month	N/A			0	annual
55 Pool Rental	57.75/hour + lifeguards	125.00/hour (R) 156.00/hour (NR)	July '10	122%	41% (2)	673	20.00-180.00/hour +20%-100% NR
56 Lifeguards	17.50/hour	20.00/hour (R) 25.00/hour (NR)	July '10	122%	122%	50	15.00-17.00/hour
57 Red Cross Training for Lifeguards (R) (Participants hired by CMV as a Lifeguard are reimbursed the cost of the class after 60 days of work.)	184.00/36 hours (5.11/hour)	229.00/36 hours (6.36/hour)	September '10	100%	85% (2)	1,350	175.00-256.00/ 36 hours (4.86-7.11/hour)
58 Red Cross Training for Lifeguards (NR) (Participants hired by CMV as a Lifeguard are reimbursed the cost of the class after 60 days of work.)	196.00/36 hours (5.44/hour)	286.00/36 hours (7.95/hour)	September '10			900	180.00-286.00/ 36 hours (5.00-7.95/hour)

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
Athletic Field Rental (Non YSO):				100%		(G)	
59 Synthetic Field	57.75/hour (Graham)	70.00/hour (R) 88.00/hour (NR)	July '10				10.00-60.00/hour (Res NP) 10.00-90.00/hour (R) 28.00-130.00/hour (NR)
60 Field - lights	57.75.00/hour (McKelvey, Crittenden)	70.00/hour (R) 88.00/hour (NR)	July '10				10.00-95.00 (Res NP) 10.00-95.00/hour (R) 28.00-170.00/hour (NR)
61 Field - no lights	29.00/hour (McKelvey, Crittenden)	35.00/hour (R) 44.00/hour (NR)	July '10				7.50-75.00/hour (Res NP) 7.50-75.00/hour (Res) 10.00-150.00/hour (NR)
62 Other Fields	37.00/day	25.00/hour (R) 31.00/hour (NR)	July '10				7.50-75.00/hour (Res NP) 7.50-75.00/hour (R) 10.00-150.00/hour (NR)
63 Application (4)	No Fee	25.00 (R)	July '10			1,250	No comparables
64 Community Garden (Residents only)	40.75/plot/year (Willowgate)	88.00/plot/year ⁽³⁾ 135.00/plot/year ⁽³⁾	November '10 November '11	122%	59% (C)	278	\$10-\$50/year or .15¢/sq ft (R) \$45 (NR)

(C) The projected cost recovery of 59% is for the entire Willowgate Garden program. This includes a senior rate categorized in Level 1 at a 20% target recovery and a non-senior rate categorized in Level 3 at 122% target recovery.

(G) Amount of projected cost recovery and projected revenue for athletic field rental is unknown as the City has not had available field space to rent.

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>		<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
Deer Hollow Farm: Summer Camps					122%	122%		Day Camp (1 night): 405.00-430.00/week (11.33-12.02/hour)
65	Resident	122.00/week (3.22/hour)	289.00/week (7.65/hour)	June '11			53,440	
66	SCC and MROSD Resident	156.00/week (4.13/hour)	332.00/week (8.78/hour)	June '11			6,336	Overnight Camp: (4 nights) 550.00/week (10.83/hour)
67	SCC or MROSD Resident	192.00/week (5.08/hour)	347.00/week (9.18/hour)	June '11			5,580	
68	All Others	227.00/week (6.01/hour)	361.00/week (9.55/hour)	June '11			1,072	(11 nights) 1,005.00/week (3.80/hour)
69	Elementary Camps (5)	2.50/hour	5.87/hour (R) 7.34/hour (NR)	June '11	100%	80%	61,048	2.65-12.75/hour +3%-30% NR
Facility Rental:								
70	BBQ-Family (R only)	5.00/table	15.00/table (R only)	June '11	122%	21% ⁽²⁾	2,135	10.00-15.00 +50%-66% NR +10.00 application
71	BBQ Groups (R only)	51.00/section	103.00/section (R only)	June '11	122%	107%	28,158	30.00-197.00/day +25.00 electricity +25%-77% NR
Gym Rentals (MVSP and WSC):					122%	95%		
72	Auxillary Room	52.25-57.75/hour	78.00/hour (R) ⁽³⁾ 96.00/hour (NR) 101.00/hour (R) ⁽³⁾ 126.00/hour (NR)	August '10 August '11			10,778	25.00-75.00/hr NP 40.00-300.00/hour
73	Full Court - (Res (6) /NP)	69.75/hour	90.00/hour ⁽³⁾ 111.00/hour ⁽³⁾	August '10 August '11			14,583	25.00-75.00/hr NP 40.00-134.00/hr R

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
74 Full Court - (NR)	82.00/hour	113.00/hour ⁽³⁾ 139.00/hour ⁽³⁾	August '10 August '11			(included in \$14,583 referenced for prior fee)	17.00-300.00/hour
75 Half Court - (Res (6) /NP)	34.75/hour	43.00/hour ⁽³⁾ 50.00/hour ⁽³⁾	August '10 August '11			25,335	10.00-56.00/hr (NP) 48.00-150.00/hour (Res, NR) 67.00/hour (A Res) 48.00-150.00/hour (NR)
76 YMCA - Half Court (Adult) Recommend eliminating this fee and charging these groups at the Non Profit hourly rate.	29.00/hour	Eliminate (use 111.00 NP rate)	August '10				No comparables
Open Gym:							
77 10 Visits	12.25/Pass	15.00 (R only)	August '10				No comparables
78 20 Visits	24.75/Pass	30.00 (R only)	August '10				No comparables
79 Drop In	2.25/Day	3.00 (R only)	August '10				No comparables
80 Application (4)	No Fee	25.00 (R only)	August '10	100%		5,625	15.00/hour
81 Cancellation (4):	No Fee	50.00 (R only)	August '10	100%		0	Minimum Hours of Rental Period or \$250 Security
82 Holiday Classes	5.00/hour	10.00/hour (R) ⁽³⁾ 12.50/hour (NR) 15.00/hour (R) ⁽³⁾ 18.75/hour (NR)	November '10 November '11	100%	49%	634	No comparables
83 Off Leash Dog Permit (4)	No Fee	10.00/year (R) 13.00/year (NR)	September '10	100%		518	No comparables

PROPOSED RECREATION FEES, COST RECOVERY TARGETS AND PROJECTED ADDITIONAL REVENUE

<u>Activity/Service</u>	<u>Current Fee</u>	<u>Proposed Fee</u>	<u>Implementation</u>	<u>Targeted Recovery of Direct Costs</u>	<u>Projected Recovery of Direct Costs</u>	<u>2010-11 Projected Additional Revenue</u>	<u>Comparable Range (1)</u>
84 Preschool Camps & Classes	7.00/hour	7.50/hour (R) 9.38/hour (NR)	January '11	100%	94%	13,825	7.52-11.00/hour Res 8.82-12.10/hour NR
85 Teen Camps (5)	2.50/hour	8.00/hour (R) 10.00/hour (NR)	January '11	80%	52%	15,688	4.32-24.33/hour +8%-20% NR

Projected Revenue Summary:

Level 1	\$ 8,300
Level 2	46,600
Level 3	<u>361,000</u>
Projected Additional FY2010-11 Revenue	415,900
Budget Contingency Phasing Backfill	<u>138,400</u>
Total Projected Additional FY2010-11 Revenue	\$ 554,300

(1) Summary range of comparables of the surveyed cities which assess a fee.

(2) As referenced in the Recreation Cost Recovery report and recommended policy some fees are not set to recover the target cost recovery rate due to market rate constraints.

(3) Fee recommended to be phased.

(4) New Fee.

(5) Includes field trip admission fees.

(6) Includes Resident Individual and Resident Business.

STATUS OF EMPLOYEE COMPENSATION COST CONTAINMENT

Reducing the growth in the cost of employee compensation costs was identified early in the budget development process as an important strategy to reach the goal of a structurally balanced budget while reasonably balancing impacts on residents, customers and employees. The goal of a minimum of \$1.0M was established for this portion of the budget balancing strategy. This goal is substantially less than the actual estimated growth in employee compensation costs, currently estimated (without the changes noted below) to total \$2.8M.

As of this time, employee groups/organizations have offered/agreed to compensation cost containment totaling \$537,000. Based on confirmed agreements as of the writing of this report, an additional five (5) city staff positions will need to be eliminated to make up for not achieving the \$1.0M goal.

The following summarizes the current status of agreements for cost containment by group/organization. The status of both the current Fiscal Year (2009-10) as well as the upcoming Fiscal Year (2010-11) is noted.

As of Thursday, June 3:

City Council Appointees:

FY 2009-10: Declined both Cost of Living and Merit Increases.

FY 2010-11: Declined both Cost of Living and Merit Increases.

Department Heads:

FY 2009-10: Declined both Cost of Living and Merit Increases.

FY 2010-11: Declined both Cost of Living and Merit Increases.

Confidential/IT Employees:

FY 2009-10: Split a Cost of Living Adjustment Over Two Years (received 2%); eligible employees received Merit Increases.

FY 2010-11: To receive the 2nd half of their split Cost of Living Adjustment (to receive 1.2%) and have agreed to no Merit Increases.

Hourly:

FY 2009-10: Same as Confidential/IT.

FY 2010-11: Same as Confidential/IT.

EAGLES:

FY 2009-10: Received a full 3.2% Cost of Living Adjustment, but agreed to extend contract for an additional year without a COLA (FY 2010-11); eligible employees received Merit Increases.

FY 2010-11: No Cost of Living Adjustment and have agreed to no monetary Merit Increases. In exchange and in-lieu of a revenue sharing trigger, the EAGLES have requested the three paid days off during the holidays.

SEIU:

FY 2009-10: Split a Cost of Living Adjustment Over Two Years (received 2%); eligible employees received Step or Merit Increases.

FY 2010-11: To receive the 2nd half of their split Cost of Living Adjustment (to receive 1.2%) and will take two unpaid days off during holidays; eligible employees will receive Step Increases. City is proposing no monetary Merit Increases

MVFF #1965:

FY 2009-10: Received 4.5% Cost of Living Adjustment and eligible employees received Step Increases.

MVFF #1965 has made a proposal impacting Fiscal Years 2010-11 and 2011-12. The proposal is still under review and in discussion. It is anticipated that these discussions will be completed prior to the June 15 Budget Hearing. An update will be provided at that time.

Fire Managers:

FY 2009-10: Received 4.7% Cost of Living Adjustment and eligible employees received Merit Increases.

FY 2010-11: City will not grant COLA or monetary Merit Increases.

POA/NPOA:

FY 2009-10: Received 3.2% Cost of Living Adjustment and eligible employees received Step/Merit Increases; POA received an additional 1% Equity Increase.

FY 2010-11: Have agreed to no Cost of Living Adjustment; City is proposing no monetary Merit Increases; City has requested to waive Step Increases or some other equivalent benefit.

Police Managers:

FY 2009-10: Two-year Cost of Living and PERS Cost Share arrangement – Took full Cost of Living Adjustment (received 4.7%) in first year, and PERS Cost Shared 2.7% back; eligible employees received Merit Increases.

FY 2010-11: Second year of two-year arrangement – No Cost of Living Adjustment, continue 2.7% PERS Cost Share (last year); Agreed to no monetary Merit Increases.

Additional Arrangements with Groups:

Up to 3 days granted for merit in lieu of salary compensation.

The following groups: Department Heads, Confidential/IT, SEIU, and Police Managers receive the following:

Extra Paid Days Off –Three paid days off between Christmas and New Years.

Revenue Trigger –Revenue trigger of 1% and 3% of salary as a one time lump sum payment if actual revenues exceed adopted budget revenues (excluding transfers) by more than \$1.0 million and \$3.5 million, respectively.

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FY 2010-11 PROPOSED GENERAL OPERATING FUND BUDGET REDUCTIONS

DEPARTMENT PROGRAMS	Operational Efficiencies	Tier 1	Tier 2	Tier 3	Tier 4
CITY COUNCIL					
Reduce travel budget		(1,875)			
Reduce Team Bldg/Goal Setting Facilitator (1/2)		(2,500)			
CITY COUNCIL TOTAL	0	(4,375)	0	0	0
CITY CLERK					
Unfund 0.50 Office Assistant III (from FT)				(45,000)	
City-wide Records Mgt Program	(7,000)				
CITY CLERK TOTAL	(7,000)	0	0	(45,000)	0
CITY ATTORNEY					
Unfund 1.0 Code Enforcement Officer (filled)				(125,000)	
CITY ATTORNEY TOTAL	0	0	0	(125,000)	0
CITY MANAGER					
Eliminate hourly wages for the multi-lingual outreach program.				(12,800)	
Consolidate ESD w/ ACM (vacant)		(140,000)			
Increase Asst To The CM position to FT (+0.25)		41,000			
Add 1,000 hours for Student Intern		24,000			
CITY MANAGER TOTAL	0	(75,000)	0	(12,800)	0
EMPLOYEE SERVICES					
Unfund 0.5 FTE Personnel Analyst II (from FT) (filled)			(62,000)		
Consolidate ESD w/ ACM (vacant)		(87,000)			
Reclass a Sr Pers Analyst to Employee Svcs Mgr		12,000			
EMPLOYEE SERVICES TOTAL	0	(75,000)	(62,000)	0	0
FINANCE & ADMIN SERVICES					
Purchasing renegotiated POs (est)	(85,000)				
Phone consultant contract		(64,800)			
City Auditor Budget		(15,000)			
Allocate 0.5 of Rev Mgr to Utilities	(68,000)				
Unfund 1.0 Revenue Account Tech position (filled)				(39,600)	
Unfund 0.5 FTE Copy Center Asst (filled)			(28,000)		
Unfund 0.5 FTE Document Proc Tech (from FT) (vacant)		(49,100)			
FINANCE & ADMIN SVCS TOTAL	(153,000)	(128,900)	(28,000)	(39,600)	0
COMMUNITY DEVELOPMENT					
Allocate 25% of Admin Aide to Building Fund	(24,500)				
Reduce private development planning contract services		(100,000)			
Unfund 1.0 Planning Manager position (vacant)			(177,500)		
COMMUNITY DEVELOPMENT TOTAL	(24,500)	(100,000)	(177,500)	0	0

FY 2010-11 PROPOSED GENERAL OPERATING FUND BUDGET REDUCTIONS

DEPARTMENT PROGRAMS	Operational Efficiencies	Tier 1	Tier 2	Tier 3	Tier 4
PUBLIC WORKS					
Reorganize the Admin Support and Transportation Section					
Unfund 1.0 Sr Admin Analyst pos (retirement)		(134,900)			
Unfund 1.0 Transp & Policy Mgr pos (retirement)					(95,500)
Reclass Exec Asst to Admin Analyst I/II		19,500			
Reclass Office Assistant III to Secretary		8,800			
Reclass Project Mgr to Transportation Planner		12,900			
Unfund 1.0 Streets Maintenance Worker I/II position in Streets Section (vacant)		(33,100)			
Reduce Land Development Outside Services		(50,000)			
Reduce Traffic Engineering Support			(20,000)		
Unfund 1.0 HVAC Technician position (vacant)		(118,400)			
Unfund 1.0 Customer Services Technician position (filled)				(54,700)	
Reduce Facilities Section services budget		(50,000)			
Reduce Fleet fuel budget	(25,000)				
PUBLIC WORKS TOTAL	(25,000)	(345,200)	(20,000)	(54,700)	(95,500)
COMMUNITY SERVICES					
PERFORMING ARTS					
Reduce Preview Distribution by 20%			(7,000)		
Unfund 1.0 Performing Arts Assistant (filled)				(92,800)	
CSD - PERFORMING ARTS TOTAL	0	0	(7,000)	(92,800)	0
SHORELINE DIVISION (GF)					
Reduce Ranger services contract			(15,200)		
CSD - SHORELINE (GF) TOTAL	0	0	(15,200)	0	0
PARKS & FORESTRY/ROADWAYS					
Unfund 1.0 Parks Maint. Worker III position (vacant)			(105,200)		
Unfund 1.0 Parks Maint. Worker II position (filled)				(97,400)	
Miscellaneous Parks and Forestry/Rdwy Landscape reductions			(18,300)	(7,000)	
Reduce High pressure washing Castro Street			(14,600)		
Reallocate 4% of Parks Manager to Shoreline	(6,700)				
Reallocate 7% of Secretary to Shoreline	(6,900)				
Reallocate 50% of Tree Trimmer II to Shoreline	(50,600)				
Reallocate 10% of Tree Supervisor/Arborist to Shoreline	(14,000)				
Unfund up to 3.0 Tree Trimmers, (2 vacant)			(101,500)		(203,000)
CSD - PARKS & FORESTRY/RDWAY TOTAL	(78,200)	0	(239,600)	(104,400)	(203,000)
RECREATION					
Unfund 1.0 Secretary position (vacant)		(99,000)			
Unfund 0.25 Rec Coord Deer Hollow Farm (filled)					(25,000)
CSD - RECREATION TOTAL	0	(99,000)	0	0	(25,000)
COMMUNITY SERVICES GF TOTAL	(78,200)	(99,000)	(261,800)	(197,200)	(228,000)

FY 2010-11 PROPOSED GENERAL OPERATING FUND BUDGET REDUCTIONS

DEPARTMENT PROGRAMS	Operational Efficiencies	Tier 1	Tier 2	Tier 3	Tier 4
LIBRARY					
Unfund 0.75 Library Asst II position (Vacant)		(68,000)			
Unfund 1.0 Supervising Librarian or Library Manager position (Filled-retirement)			(122,000)		(122,000)
Unfund 1.0 Supervising Librarian (Filled)				(50,000)	(150,000)
Reduce library materials/collections budget					
Reduce library hours 6-8 hours per week					
LIBRARY TOTAL	0	(68,000)	(122,000)	(50,000)	(272,000)
FIRE					
Unfund 1.0 Public Education Specialist (filled)				(121,800)	
Eliminate 0.5 Emergency Medical Service Coordinator (vacant)	(69,700)				
Eliminate Executive Assistant position (Vacant)		(52,500)			
FIRE TOTAL	(69,700)	(52,500)	0	(121,800)	0
POLICE					
Eliminate Police Agent classification (Reclass 3 to Sgt, eliminate 3) (1 Agent & 3 officers vacant)	(512,000)				
Eliminate Executive Assistant position (Vacant)		(52,500)			
Unfund 3 PPT Police Asst positions (1.5 FTE) (filled)		(142,100)			
Unfund 1.0 CSO in CAI Unit (Vacant)			(112,800)		
Unfund 1.0 CSO in SOD (filled)				(112,800)	
Unfund 2.0 Police Records Specialists (filled)			(111,000)	(111,000)	
Unfund 1.0 CSO in Traffic Unit-AVASA (filled)				(112,800)	
Reduce MVPAL hourly Police Assistant		(12,500)			
Unfund 5.0 CSOs in patrol (filled)					(564,100)
Unfund 1.0 Lead Police Records Specialist (filled)					(121,600)
POLICE TOTAL	(512,000)	(207,100)	(223,800)	(336,600)	(685,700)
GENERAL OP FUND DEPT REDUCTION	(869,400)	(1,150,700)	(895,100)	(982,700)	(1,281,200)
GLOBAL REDUCTIONS					
Whole Sale Water Rate				(225,000)	
Reduce Nonprofit funding					(27,000)
PERS Prepayment	(170,000)				
PARS for hourly		(100,000)			
Reduce Equipment Replacement Funding			(100,000)	(100,000)	(100,000)
Total	(170,000)	(100,000)	(100,000)	(325,000)	(127,000)
GENERAL OPERATING FUND GRAND TOTAL	(1,039,400)	(1,250,700)	(995,100)	(1,307,700)	(1,408,200)
Items added/moved from Tiers 2 and 3					
Reduce PG&E Budget	(50,000)				
Reduce Equipment Replacement Funding	(200,000)				
Parks Maintenance Worker III		(105,200)			
Tree Trimmer I/II		(101,500)			
Supervising Librarian		(122,000)			
Community Services Officer		(112,800)			
Police Records Specialist		(111,000)			
UPDATED GRAND TOTAL	(1,289,400)	(1,803,200)			

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**POTENTIAL DEPARTMENT OPERATING REDUCTIONS
FOR FISCAL YEAR 2010-11
OPERATIONAL EFFICIENCIES**

CITY CLERK

- Reduce Records Management Program: \$7,000

The City Clerk's Office manages the City's records retention and storage. The City stores records at an off-site location with a third party vendor. Staff is evaluating the movement of off-site records storage to the City's warehouse at the MOC. The total annual budget is \$12,000. However, staff is phasing the transfer of records to the warehouse over the next fiscal year.

TOTAL: \$7,000

FINANCE AND ADMINISTRATIVE SERVICES

- Renegotiated Purchasing Contracts: \$85,000

The Purchasing staff has worked very diligently over the past year and a half to renegotiate and waive cost-of-living increases in services purchased by many City departments. Savings have been successfully negotiated in the City's janitorial, traffic signal maintenance, landscape maintenance, information technology maintenance, pest control, ranger services, downtown cleaning, laundry services, school crossing guards and more.

- Allocate 0.5 of Revenue Manager Position to Utilities: \$68,000

In Fiscal Year 2003-04, the Revenue Manager position was eliminated due to budget reductions taken in the last recession. In Fiscal Year 2008-09, The Revenue Manager position was added back through the elimination of other positions in the Finance and Administrative Services Department and is currently funded 100.0 percent by the General Operating Fund. As this position spends approximately 50.0 percent of its time managing the utility billing function, it is appropriate to charge 50.0 percent of the position to the Utility Funds.

TOTAL: \$153,000

COMMUNITY DEVELOPMENT

- Transfer Administrative Support to the Building Division: \$24,500

This is an internal realignment of staffing to provide more support to Building Division administrative functions, freeing up other Building Division personnel to focus on service delivery and cross-training.

TOTAL: \$24,500

PUBLIC WORKS

- Reduce Fleet Fuel Budget: \$25,000

Reduces budget for fuel purchases. Total budget reduction will be \$36,000, however the \$25,000 represents the approximately 70.0 percent General Operating Fund share of Fleet-related expenses. Fuel expenditures have been trending lower than budget.

TOTAL: \$25,000

COMMUNITY SERVICES

- Reallocate Positions in the Parks Division: \$78,200

The reallocation of positions from the General Operating Fund to the Shoreline Community is to more accurately charge employees' time.

TOTAL: \$78,200

FIRE

- Reduce Emergency Medical Service Coordinator position: \$69,700

- Reduces 0.5 Emergency Medical Services Coordinator position (vacant)

The position has been vacant since last fiscal year and the Fire Department has determined that the work can be accomplished by a part-time employee or via contract. A recruitment process is underway and unfunding 0.5 of the position fully implements the change.

TOTAL: \$69,700

POLICE

- Internal Police Department Reorganization: \$512,000
 - Eliminates 3.0 positions (vacant)

The Police Department has restructured their Patrol Team staff distribution to more effectively deploy Officers, better matching staffing levels with demand for service. This restructuring includes deploying eight smaller Patrol Teams in place of six larger teams. The patrol structure allows a smaller span of control for Police Sergeants and provides for the elimination of the Police Agent rank in patrol staffing. Of the existing six Agent positions, three are eliminated and three are upgraded to Sergeant positions to supervise the two additional teams and provide leave-staffing coverage.

TOTAL: \$512,000

NON-DEPARTMENTAL

- PERS Prepayment: \$170,000

The Public Employees Retirement System (PERS) payment is generally due after each payroll. As an option, PERS allows agencies to fund their annual actuarially determined contribution at the beginning of the fiscal year. If an agency prefunds its annual contribution at the beginning of the fiscal year in-lieu of payments throughout the fiscal year, the agency receives credit for these contributions and earns the PERS actuarial rate of return of 7.75 percent for the fiscal year. The estimated savings are netted against the interest earnings the City would have potentially earned if the funds were paid throughout the fiscal year. The savings will vary depending on the City's investment rate of return. This option was not implemented earlier due to the losses being experienced in the PERS portfolio.

TOTAL: \$170,000

TOTAL OF OPERATIONAL EFFICIENCIES: \$1,039,400

TOTAL POSITIONS: 3.5 (all vacant) \$581,700

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**POTENTIAL DEPARTMENT OPERATING REDUCTIONS
FOR FISCAL YEAR 2010-11
TIER 1**

CITY MANAGER/EMPLOYEE SERVICES

- Restructuring of the City Manager's Office/Employee Services Department: \$150,000
 - Eliminates Employee Services Director position (vacant), consolidates the Employee Services Director position with the Assistant City Manager position
 - Increases the Assistant to the City Manager position to full-time (from 0.75 FTE)
 - Reclassifies a Senior Personnel Analyst position to Employee Services Manager
 - Adds Student Intern hours

Restructuring the City Manager's Office and Employee Services Department will take advantage of efficiencies that will result in reduced staffing at the professional/managerial level as a result of retirement(s). The impact of the restructuring will result in reassigning some functions and tasks elsewhere in the organization and reprioritizing current workload that will likely result in changes in timing and scheduling of certain work products and activities.

TOTAL: \$150,000

FINANCE AND ADMINISTRATIVE SERVICES

- Reduce Contractual Services Funding: \$79,800
 - Reduces phone consultant contract \$64,800
 - Eliminates City Auditor budget \$15,000

The City previously used a phone consultant to manage the City's phone lines and bills. This proposal transfers responsibility and management of the telephone system to the Information Technology Division. This may result in longer response times for traditional Information Technology service requests from City departments. Also included in these reductions is funding for the City Auditor to use for outside consultants in completing tasks assigned by the City Council. This service reduction will require the appropriation of additional funds as they are needed.

- Reduce Internal Support Services: \$49,100
 - Unfunds 0.5 Document Processing Technician position (vacant)

Reduces resources in the Finance and Administrative Services Department, impacting customer service to some external and internal customers.

Although work will be reallocated to other staff to the extent feasible, there will likely be service-level declines in a variety of support functions. There will likely be delays in completing job requests in the Document Processing Center and less flexibility and coverage during absences of vacation or illness.

TOTAL: \$128,900

COMMUNITY DEVELOPMENT

- Reduce Resources for Planning Services: \$100,000

Reduces resources to support processing and analysis of development proposals, including specialized consulting services such as Development Review Committee architects, traffic consultants and Geographic Information Systems expertise.

The Community Development Department may be able to compensate for these reductions; however, additional resources will likely be required if land development activity increases.

TOTAL: \$100,000

PUBLIC WORKS

- Reorganize the Public Works Department Administrative Support and Transportation Sections: \$93,700
 - Unfund 1.0 Senior Administrative Analyst position (filled – potential retirement)
 - Reclassify Executive Assistant position to Administrative Analyst I/II
 - Reclassify one Office Assistant III position to Secretary
 - Reclassify one Project Manager position to Transportation Planner

Reduces overall administrative, analytical, capital and operating budget support in the Public Works Department. Engineering and project management staff will be required to assume additional duties pertaining to contract execution and oversight and planning, noticing and mailing for public meetings.

- Reduce Street Maintenance Operations: \$33,100

- Unfund 1.0 Street Maintenance Worker I/II position (vacant - 0.34 in the GOF)

Reduces resources for preventive street maintenance resulting in a 15.0 percent to 20.0 percent reduction in pavement repairs. Other Streets Section activities (crack sealing, sidewalk repair, streetlight repair, sign replacement, street sweeping, etc.) would not be affected.

- Reduce Land Development Support in the Land Development Section: \$50,000

Reduces resources to respond to assignments not required by State law to be processed within specified time frames (e.g., excavation permits for residential and commercial developments that do not involve subdivision of land, excavation permits for utility companies, lot line adjustments, residential and commercial building permit reviews, requests received at the front counter, etc.). May also impact the section's ability to support the General Plan update and Environmental Impact Reports.

- Reduce Facilities Maintenance Services: \$168,400

- Unfunds 1.0 HVAC Technician position (vacant)
- Reduces Facilities Maintenance outside services/contracts \$50,000

Reduces overall capacity to respond to and complete repair and maintenance-related work orders and requests at City facilities.

Reduces resources to perform both general preventive and skilled maintenance and repairs on heating, ventilating, air conditioning, and refrigeration control systems at City facilities. Some of the general HVAC maintenance functions could be shifted to other Facilities Maintenance Workers, further increasing their workloads, delaying other requested/required maintenance and repair functions, and potentially lengthening preventative maintenance cycles. For more complex and/or urgent HVAC maintenance and repairs, contract services may be required.

TOTAL: \$345,200

COMMUNITY SERVICES

- Reduce Administrative Support: \$99,000
 - Unfunds 1.0 Secretary position (vacant)

Administrative support functions would be assigned to other staff to the extent feasible.

TOTAL: \$99,000

LIBRARY

- Reduce Public Services and Programs: \$68,000
 - Unfunds 0.75 Library Assistant I/II position (vacant)

Library customers will experience longer wait times for services as fewer staff resources will be available.

TOTAL: \$68,000

FIRE

- Reduce Executive Assistant Position: \$52,500
 - Reduces 0.5 Executive Assistant position (vacant)

A consolidation of Fire and Police administrative support functions is underway including the sharing of an Executive Assistant by the Fire Chief and Police Chief. This budget modification adjusts funding to reflect the new organizational structure.

TOTAL: \$52,500

POLICE

- Reduce Executive Assistant Position: \$52,500
 - Reduces 0.5 Executive Assistant position (vacant)

A consolidation of Fire and Police administrative support functions is underway including the sharing of an Executive Assistant by the Fire Chief and Police Chief. This budget modification adjusts funding to reflect the new organizational structure.

- Reduce Police Assistant Staffing: \$142,100
 - Unfunds 1.5 (three 0.5 FTE) Police Assistant positions (filled)

Service level impacts include less availability to perform tow impound hearings to evaluate if a vehicle may be released to people who have had their vehicle impounded.

Data collection and administrative support for the Traffic Sergeant will be eliminated, requiring the Sergeant to absorb the workload, reducing time available for traffic enforcement.

In Crime Analysis, there would be less frequent distribution of crime bulletins to assist in finding suspects, vehicles, etc. The reduced capacity to enter police reports into the computer system means some information may not be available for other criminal investigations.

In Investigative Services, the resources to locate missing persons and make contact with their families will be reduced, as will capacity to provide administrative support to the monitoring of registered sex offenders. This work will transfer to Detectives to prioritize with their existing caseload, which will impact customer service.

- Reduce Police Athletic League (PAL) Support: \$12,500
 - Reduces hourly wages

The City recently received a Federal Police Athletic League Recovery Act Grant that will offset the \$25,000 of hourly PAL Police Assistant support. The \$5,000 grant will fund an hourly Police Assistant to implement a youth mentoring program. Having an additional person in PAL, the economy of scale will allow the City to reduce the General Operating Fund support for MVPAL by 50.0 percent

(\$12,500) and still preserve existing programs and services as well as add the mentoring program services.

TOTAL: \$207,100

NON-DEPARTMENTAL

- Alternative Retirement System for Hourly Employees: \$100,000

Would enroll hourly employees in an alternative retirement system deferred compensation 457 plan instead of Social Security. The employee's contributions would be portable and they are immediately vested.

TOTAL: \$100,000

TOTAL OF TIER 1: \$1,250,700

TOTAL POSITIONS: Net 8.5 (6.0 vacant, 2.5 filled) \$899,600

**POTENTIAL DEPARTMENT OPERATING REDUCTIONS
FOR FISCAL YEAR 2010-11
TIER 2**

EMPLOYEE SERVICES

- Reduce Capacity in Recruitment and Training Support: \$62,000
 - Unfunds 0.5 Personnel Analyst I/II position (filled)

The Employee Services Department would have less capacity to support hiring and promotional activities and may reduce the frequency of certain training and employee development activities.

TOTAL: \$62,000

FINANCE AND ADMINISTRATIVE SERVICES

- Reduce Internal Support Services: \$28,000
 - Unfunds 0.5 Copy Center Assistant position (filled)

Reduces resources in the Finance and Administrative Services Department, impacting customer service to internal customers. There will likely be delays in completing job requests in the Copy Center. Some copying jobs could be required to be outsourced, and there will be less flexibility and coverage during absences of vacation or illness.

TOTAL: \$28,000

COMMUNITY DEVELOPMENT

- Reduce Resources for Planning Services: \$177,500
 - Unfunds 1.0 Planning Manager position (vacant)

Reduces day-to-day management and strategic oversight of planning services, potentially prolonging implementation of the General Plan. The Community Development Department may be able to compensate; however, additional resources will likely be required if land development activity increases and when the General Plan shifts to an implementation phase.

TOTAL: \$177,500

PUBLIC WORKS

- Reduce Traffic Engineering Support in the Traffic Engineering Section: \$20,000

Limits the number of Neighborhood Traffic Management Program (NTMP) projects to four projects per year (currently unlimited) and sets four as the minimum number of years required to revisit proposed NTMP projects that failed to meet the minimum screening criteria (currently one year). Also reduces resources to respond to residents' traffic-related inquiries and section review of improvement plans related to residential and commercial developments that are not required by State law to be processed within specified time frames.

TOTAL: \$20,000

COMMUNITY SERVICES

- Reduce Center for the Performing Arts Frequency (Distribution) of *Preview* Magazine Mailings: \$7,000

On-line marketing efforts would be increased and the number of *Preview* magazines printed and mailed would be reduced.

- Reduce Ranger Contract Services: \$15,200

Reducing ranger hours will reduce the ranger presence in Cuesta and Rengstorff Parks to patrol and enforce park rules. This may require additional support from the Police Department to handle incidents outside ranger patrol hours. With these reductions, ranger hours will return to pre-2007-08 levels.

- Eliminate Dedicated Weed Abatement Program: \$105,200

- Unfunds 1.0 Parks Maintenance Worker III position (vacant)

Decentralizing weed abatement and adding it to the workload of other employees will result in more weeds in City parks and medians as the maintenance priority is park safety and cleanliness. Park and roadside aesthetics will be affected and there will be additional burden on supervisors to train and monitor staff in the safe application of pesticides.

- Reduce Overtime, Supplies: \$18,300

Reductions in staff overtime and other accounts will result in it being more difficult to manage fluctuations in workload, special requests, storms and emergencies.

- Reduce Steam Cleaning/High Pressure Washing on Castro Street: \$14,600

The frequency of Castro Street high-pressure steam cleaning would be reduced from 16 to 9 times a year. Decreased cleaning will affect the cleanliness and aesthetics of the downtown.

- Unfund 1.0 Tree Trimmer position: \$101,500

- Unfunds 1.0 Tree Trimmer I/II position (vacant)

Results in fewer trees being trimmed, a reduction in service levels including tree watering, removing/replacing dead trees, responding to fluctuations in workload and emergency response. The time to complete customer service requests to prune or remove trees would increase from ninety (90) days to one-hundred fifty (150) days.

TOTAL: \$261,800

LIBRARY

- Unfund 1.0 Supervising Librarian or Library Services Manager position: \$122,000

- Unfunds 1.0 Supervising Librarian or Library Services Manager position (filled)

Combines responsibilities of the Supervising Librarian and the Division Manager in the Support Services Division. Redefines work responsibilities, changes work procedures, delegates some tasks, potentially outsources some tasks and may affect timeliness of projects and some services.

TOTAL: \$122,000

POLICE

- Reduce Records Section Staffing: \$111,000
 - Unfunds 1.0 Police Records Specialist positions (filled)

The Records Unit will close to external and internal customers from 10:00 p.m. to 5:00 a.m., 7 days a week. Time-critical and essential responsibilities would be reassigned to the Emergency Communications Center (ECC) during those hours. Work quantity for the remaining Public Records Section staff would increase.

- Unfund Community Services Officer position: \$112,800
 - Unfunds 1.0 Community Services Officer positions (vacant)

Unfunds the CSO assigned to the Traffic Unit as the Abandoned Vehicle Abatement Services Officer (AVASA) position. Tagging and removal of abandoned vehicles could be transferred to the field CSO's and there would be some level of diminished service level to the community as this function would not be as high a priority as it is now with an assigned CSO to this function.

TOTAL: \$223,800

NON-DEPARTMENTAL

- Reduce Equipment Replacement Funding: \$100,000

Would reduce the annual funding amount needed to maintain funding in the equipment Replacement Reserve. Reduced funding in the long-term could delay the replacement of equipment when needed.

TOTAL: \$100,000

TOTAL OF TIER 2: \$995,100
TOTAL POSITIONS: 7.0 (3.0 vacant, 4.0 filled) \$758,000

**POTENTIAL DEPARTMENT OPERATING REDUCTIONS
FOR FISCAL YEAR 2010-11
TIER 3**

CITY CLERK

- Reduce Customer Service and City Council Support: \$45,000
 - Unfunds 0.5 Office Assistant III position (vacant)

The City Clerk's Office will no longer be able to support the scheduling, logistics and coordination of City Hall meeting rooms by outside agencies or organizations. City Council administrative support would also be reduced.

TOTAL: \$45,000

CITY ATTORNEY

- Reduce Code Enforcement Services by 50.0 Percent: \$125,000
 - Unfunds 1.0 Code Enforcement Officer position (filled)

Currently, staff responds to a complaint within five days of receiving the complaint. With the potential reductions, response times will increase significantly due to workload. Code enforcement actions will focus almost exclusively on life safety and zoning issues. Neighborhood preservation complaints such as front-yard storage, private-property parking complaints, signs and weeds would be considered lower-priority complaints and will result in some increase in the number of out-of-conformance properties.

TOTAL: \$125,000

CITY MANAGER

- Reduce the City's Multilingual Outreach Program: \$12,800
 - Eliminates hourly wages

The impact of reducing the program will be to limit the ability to interpret and translate (at meetings and written communications) in Russian and Chinese and would require the reliance solely on volunteers to provide Russian, Chinese and to supplement the capacity in Spanish interpretation and translation.

TOTAL: \$12,800

FINANCE AND ADMINISTRATIVE SERVICES

- Reduce Internal Support Services: \$39,600
 - Unfunds 1.0 Accounting Technician in Revenue (filled)

Reduces resources in the Finance and Administrative Services Department, impacting customer service to some external and internal customers.

Although work will be reallocated to other staff to the extent feasible, there will likely be service-level declines in a variety of support functions. There will likely be delays in reconciling accounts and responding to customer service requests. There will be less flexibility and coverage during absences of vacation or illness.

TOTAL: \$39,600

PUBLIC WORKS

- Eliminate Dedicated Graffiti/Shopping Cart Abatement Program: \$54,700
 - Unfunds 1.0 Customer Service Technician position (filled - 0.5 in the GOF))

Field crews would respond to shopping cart incidents when hazardous conditions are identified. Graffiti incidents would be addressed on an as-time-permits basis and will result in delayed response to graffiti clean-up. Water utility-related functions (e.g., special water meter reads, delinquent account notices, service turn-ons/turn-offs, etc.) would be absorbed by other water utility staff.

TOTAL: \$54,700

COMMUNITY SERVICES

- Reduce Center for the Performing Arts Client Technical Support Services: \$92,800
 - Unfunds 1.0 Performing Arts Assistant position (filled)

Reduces the ability for Performing Arts staff to train clients, staff and volunteers in the proper and safe use of systems, spaces and equipment. Technical consultations would be eliminated, except on a cost-recovery basis, potentially impacting smaller, nonprofit clients. City-sponsored events would also be required to pay for direct out-of-pocket costs.

- Reduce Downtown Maintenance and Roadway Landscape Maintenance: \$104,400
 - Unfunds 1.0 Parks Maintenance Worker I/II position (filled)
 - Eliminates steam cleaning/high pressure washing contract services for Centennial Plaza \$7,000

Maintenance and service level reductions in roadway landscape will increase workloads and reduce trim cycles, resulting in less attractive medians and increased plant mortality over time. Steam-cleaning Centennial Plaza would be eliminated. Decreased cleaning will affect cleanliness and aesthetics.

TOTAL: \$197,200

LIBRARY

- Reduce the Materials Budget: \$50,000

Reduces the quantity of new materials added to the collection and the number of multiple copies of popular items. Library customers will have longer waits for popular books and DVD titles and old, worn-out materials will not be replaced as quickly.

TOTAL: \$50,000

FIRE

- Reduce Fire Outreach/Education/Media: \$121,800
 - Unfunds 1.0 Public Education Specialist position (filled)

Reduces capacity of the Fire Department to conduct outreach to the community in the area of fire prevention and emergency preparedness, through public education and engagement. (Basic emergency preparedness planning and training will be continued, including CERT.) The ability to handle media inquiries or proactively engage the mass media to communicate prevention and preparation information will be reduced. Returns staffing and services for this function to the level prior to Fiscal Year 2007-08.

TOTAL: \$121,800

POLICE

- Unfund 2.0 Community Services Officer positions: \$225,600
 - Unfunds 2.0 Community Services Officer positions (filled)

Unfunds the CSO assigned to the Community Action and Information (CAI) Unit and the CSO assigned to the Special Operations Division (SOD) as a fraud investigator.

The CSO assigned to CAI coordinates Neighborhood Watch and Business Watch outreach efforts, reviews new building project permit applications, oversees the false alarm program, attends community events, conducts presentations on crime and crime prevention and conducts security inspections. Many of the public outreach events would be eliminated and other responsibilities would be assigned to other personnel.

Unfunding the SOD CSO requires suspending the following fraud investigations: Identity thefts where the bank/corporation/retailer suffers the loss; Identity thefts where the victim's losses are less than \$2,000; Frauds where the bank/corporation/retailer suffers losses less than \$3,000 and the suspect is unknown but leads exist; and Frauds where individuals suffer losses less than \$2,000 and the suspect is unknown but leads exist.

- Reduce Records Section Staffing: \$111,000
 - Unfunds 1.0 Police Records Specialist position (filled)

In addition to the reduced hours in tier 2, the Operational Services Police Records Specialist position would be transferred back into the Records Section. Additional administrative duties currently assigned to the Operational Services Records Specialist would be reassigned to clerical staff or the units' Police Sergeant.

TOTAL: \$336,600

NON-DEPARTMENTAL

- Charge Wholesale Water Rate for City Parks Irrigation: \$225,000

The City of Mountain View is the largest consumer of water in the City. Water is used for public areas such as parks and landscape medians, etc. Currently the City pays for water at the retail commercial rate. This would change the to the City

paying the wholesale cost of water as there is a significant public benefit for the water the City uses in public areas.

- Reduce Equipment Replacement Funding: \$100,000 (total of \$200,000)

Would reduce the annual funding amount needed to maintain funding in the equipment Replacement Reserve by a total of \$200,000. Additional reduced funding in the long-term could further delay the replacement of equipment when needed.

TOTAL: \$100,000

TOTAL OF TIER 3: \$1,307,700

TOTAL POSITIONS: 9.5 (0.5 vacant, 9.0 filled) \$912,900

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**POTENTIAL DEPARTMENT OPERATING REDUCTIONS
FOR FISCAL YEAR 2010-11
TIER 4**

PUBLIC WORKS

- Reorganize the Public Works Department Administrative Support and Transportation Sections: \$95,500
 - Unfund 1.0 Transportation and Policy Manager position (filled – potential retirement)

Reduces staff resources to support the Bicycle/Pedestrian Committee, Council Transportation Committee and Council Environmental Sustainability Committee – all three will meet on a quarterly basis.

To provide the level of staff support required by the Council High-Speed Rail Committee during this period of peak activity, a limited-period (two years) Project Manager-level position will be needed at an estimated annual cost of approximately \$146,000 in temporary funding.

TOTAL: \$95,500

COMMUNITY SERVICES

- Reduce Tree Trimming Cycles or Eliminate Maintaining City Street Trees Behind Monolithic Sidewalks: \$203,000
 - Unfunds 2.0 Tree Trimmer I/II positions (one vacant, one filled)

One approach is to reduce tree trim cycles from an average of every 7 to 10 years to 9 to 12 years, relying more on contract service for tree trimming, tree removals and routine service requests. (Note: The City maintains a current total tree inventory of 28,000 trees (19,000 of these are street trees), with plans to add 5,000 more.) An alternative approach is to transfer maintenance of the 12,800 City street trees located behind monolithic sidewalks to property owners. This reduces the street tree inventory maintained by the City from 19,000 trees to 6,200 trees. Either option reduces the City's ability to provide prompt customer service, plant new trees, water younger trees, remove debris, respond to emergencies and might affect the City's "Tree City USA" status.

- Reduce Deer Hollow Farm Staffing: \$25,000
 - Unfunds 0.25 Recreation Coordinator position (filled)

Reduces aspects of the livestock program. Transfers teaching of some classes to other staff members or volunteers. Reduces time to interact with volunteers.

TOTAL: \$228,000

LIBRARY

- Unfund 1.0 Supervising Librarian: \$122,000
 - Unfunds 1.0 Supervising Librarian position (filled)

Will impact the oversight of a major functional area to be determined. The Manager or other Supervisor will assume most responsibility and will redistribute other tasks. Will affect timeliness of new service implementation, follow-up to problems and reduce staff hours for direct public services.

- Reduce Library Hours: \$150,000
 - Unfunds hourly wages

Reduces funding for the hourly support that allows the Library to operate 7 days, 64 hours per week. This reduction will result in the need to reduce Library operating hours 6 to 8 hours per week (with days and hours and affected services to be determined).

TOTAL: \$272,000

POLICE

- Reduce Community Services Officer Staffing: Up To \$564,100
 - Unfund 5.0 Community Services Officer positions (filled)

Unfunds the five (5) CSO's assigned to the Field Operations Division. Unfunding these positions would require the Department to make significant changes in response to certain incidents. It would require the Department to implement a robust Differential Police Response (DPR) program. The DPR program would result in minor crime reports with no suspect information, traffic accidents with no injuries, as well as service-related reports being directed primarily to internet

reporting, phone reporting or counter reporting, versus sending a Police Officer or a Community Services Officer to take the Police Report.

- Reduce Records Section Staffing: \$121,600
 - Unfunds 1.0 Lead Police Records Specialist position (filled)

Closes the Records Unit on the weekend. Transfers time-critical and essential responsibilities to the EEC from Friday night at 10:00 p.m. to Monday morning at 5:00 a.m. Part-time staff may be needed to handle vehicle releases and other services at the public counter, thereby relieving sworn or CSO personnel from sporadically responding to the counter from the field. There would be an increased span of control to remaining supervisory staff.

TOTAL: \$685,700

NON-DEPARTMENTAL

- Reduce Nonprofit Funding: \$27,000

Would reduce the annual funding for nonprofit groups by 15.0 percent.

- Reduce Equipment Replacement Funding: \$100,000 (total of \$300,000)

Would reduce the annual funding amount needed to maintain funding in the equipment Replacement Reserve by a total of \$300,000. Additional reduced funding in the long-term could further delay the replacement of equipment when needed.

TOTAL: \$127,000

TOTAL OF TIER 4: \$1,408,200

TOTAL POSITIONS: 10.25 (1.0 vacant, 9.25 filled) \$1,131,200

TOTAL FUND REVENUES

	AUDITED ACTUAL 2008-09	ADOPTED BUDGET 2009-10	ESTIMATED 2009-10	PROPOSED BUDGET 2010-11
GENERAL OPERATING FUND	\$ 87,962,991	86,656,806	86,634,148	87,649,284
GF - BUILDING SERVICES	2,810,715	2,866,223	3,188,411	3,193,428
GF - SHORELINE GOLF LINKS	3,264,456	3,266,932	3,087,691	3,205,359
GF RESERVES	14,628,711	10,396,602	8,764,113	5,121,608
GAS TAX	2,243,678	2,125,800	1,648,702	1,274,580
CONVEYANCE TAX	4,084,687	2,657,491	2,938,093	2,601,457
BELOW MARKET HOUSING	3,217,443	352,182	2,989,741	415,775
TRANSIT ORIENTED DEVELOPMENT	364,475	22,379	26,700	17,465
HOUSING IMPACT	34,268	19,281	18,611	17,012
REVITALIZATION AUTHORITY	5,347,911	4,883,020	5,252,587	5,020,186
REV AUTH HOUSING SET-ASIDE	1,388,910	1,292,039	1,360,703	1,300,162
BENEFIT ASSESSMENT DISTRICT	444,758	415,475	467,239	460,690
SUPPLEMENTAL LAW ENFCMNT	100,000	100,000	102,425	100,000
C.D.B.G.	1,077,771	1,205,146	1,248,770	1,260,543
CABLE TELEVISION	997,350	998,000	999,796	1,006,000
SHORELINE COMMUNITY	25,535,787	25,241,940	30,857,439	28,905,130
STORM DRAIN CONSTRUCTION	70,104	47,775	37,415	43,243
PARK LAND DEDICATION	1,305,442	398,473	675,150	344,110
WATER	19,937,186	20,665,127	19,897,525	21,107,624
WASTEWATER	14,966,045	14,874,542	15,006,477	14,851,326
SOLID WASTE	8,917,763	9,872,320	9,263,844	10,042,301
EQUIPMENT MAINTENANCE	6,476,701	5,519,517	5,305,067	5,629,494
WORKERS COMPENSATION	1,745,666	1,880,459	1,893,976	1,831,850
UNEMPLOYMENT	14,400	14,057	11,878	10,529
LIABILITY	1,524,277	1,214,418	1,247,913	1,774,418
RETIREEES HEALTH	5,749,203	7,120,307	7,305,311	4,582,924
EMPLOYEE BENEFITS	70,472	75,078	70,513	69,532
TOTAL	\$ 214,281,170	204,181,389	210,300,238	201,836,030

TOTAL FUND EXPENDITURES

	AUDITED ACTUAL 2008-09	ADOPTED BUDGET 2009-10	ESTIMATED 2009-10	PROPOSED BUDGET 2010-11
GENERAL OPERATING FUND	\$ 84,578,554	90,910,350	86,470,094	90,381,185
GF - BUILDING SERVICES	3,083,009	3,898,317	3,350,764	3,581,157
GF - SHORELINE GOLF LINKS	3,701,804	4,068,659	3,639,805	4,018,498
GF RESERVES	21,066,455	28,678,964	20,802,652	20,174,509
GAS TAX	1,856,450	1,195,220	1,195,220	1,892,170
CONVEYANCE TAX	4,521,483	4,878,797	4,873,104	2,477,319
BELOW MARKET HOUSING	302,542	2,409,537	1,429,786	4,777,751
TRANSIT ORIENTED DEVELOPMENT	202,561	0	0	0
HOUSING IMPACT	0	0	0	515,000
REVITALIZATION AUTHORITY	3,474,081	3,286,635	5,043,919	4,174,991
REV AUTH HOUSING SET-ASIDE	786,423	840,077	738,935	3,142,205
BENEFIT ASSESSMENT DISTRICT	485,802	416,336	374,558	412,844
SUPPLEMENTAL LAW ENFRCMNT	158,444	137,901	131,960	101,207
C.D.B.G.	682,329	2,212,873	1,068,519	2,417,312
CABLE TELEVISION	845,208	998,000	981,369	1,006,000
SHORELINE COMMUNITY	33,599,227	22,291,317	22,484,364	19,471,678
STORM DRAIN CONSTRUCTION	25,023	25,000	25,000	25,000
PARK LAND DEDICATION	1,967,619	1,554,866	1,554,866	1,098,167
WATER	19,894,939	24,570,177	23,953,757	22,771,747
WASTEWATER	15,442,587	16,068,326	13,479,595	15,151,579
SOLID WASTE	8,782,960	10,749,672	10,680,174	10,778,926
EQUIPMENT MAINTENANCE	5,235,060	6,131,922	4,880,447	6,060,295
WORKERS COMPENSATION	1,544,555	1,834,900	1,532,514	2,359,900
UNEMPLOYMENT	63,062	80,000	98,710	80,000
LIABILITY	1,214,646	1,409,418	1,099,291	1,409,418
RETIREEES HEALTH	16,675,207	29,623,701	29,809,597	4,607,924
EMPLOYEE BENEFITS	56,526	116,757	61,818	112,580
TOTAL	\$ 230,246,556	258,387,722	239,760,818	222,999,362

GENERAL OPERATING FUND REVENUES

<u>FISCAL YEAR</u>	<u>OPERATING REVENUES</u>	<u>% CHANGE FROM PRIOR YEAR</u>
2001-02	\$72,631,000	(12.2%)
2002-03	\$70,736,000	(2.6%)
2003-04	\$71,779,000	1.5%
2004-05	\$73,630,000 (1)	2.6%
2005-06	\$78,913,000 (1)	7.2%
2006-07	\$85,141,000 (1)	7.9%
2007-08	\$88,140,000	3.5%
2008-09	\$87,963,000	(0.2%)
2009-10 *	\$86,634,000	(1.5%)
2010-11 **	\$87,649,000	1.2%

* Estimated

** Proposed

(1) Beginning Fiscal Year 2006-07 building activity revenues were separated from the General Operating Fund for accounting purposes.
For comparison purposes, this change has been reflected in the two prior fiscal years.

GENERAL OPERATING FUND EXPENDITURES

<u>FISCAL YEAR</u>	<u>OPERATING EXPENDITURES</u>	<u>% CHANGE FROM PRIOR YEAR</u>
2001-02	\$67,281,000	8.4%
2002-03	\$66,340,000	(1.4%)
2003-04	\$65,477,000	(1.3%)
2004-05	\$65,515,000 (1)	0.1%
2005-06	\$70,386,000 (1)	7.4%
2006-07	\$76,154,000 (1)	8.2%
2007-08	\$81,816,000	7.4%
2008-09	\$84,579,000	3.4%
2009-10 *	\$86,470,000 (2)	2.2%
2010-11 **	\$87,590,000 (2)	1.3%

* Estimated

** Proposed

(1) Beginning Fiscal Year 2006-07 building activity expenditures were separated from the General Operating Fund for accounting purposes.
For comparison purposes, this change has been reflected in the two prior fiscal years.

(2) Includes additional expenditures for Equipment Replacement and Retirees' Health Self Insurance.

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GENERAL NOTES

These notes explain the format and conventions used for each Department Summary that appear in the following section of this document.

A. Organizational Charts

Included for each department is an overview of the functions and responsibilities of the department as well as the organizational structure of the department. A City-wide organizational chart is included prior to the Department Section of this document.

B. Performance Measures/Workload Measures

Included on each department text page (see below description) is a list of performance and workload measures by program. Performance/Workload Measures are clearly tied to Departmental Functions. If a Departmental Function has a Performance/Workload Measure tied to it, it is noted in parenthesis with an "M" and the Performance/Workload Measure number(s) following. For example, (M 1, 2, 3). Please note that Departmental Functions are long-term goals and therefore tied to continuing Performance/Workload Measures, while Departmental Goals/Strategies are short-term in nature.

C. Text Pages

1. Centered at the top of the page is a title identifying the Department or Program name and whether it is the Department Summary or a Program Summary.
2. Each text page identifies the manager, mission statement, functions, and major goals/strategies for Fiscal Year 2010-11 as well as any major program changes for the Department or Program. Functions are the long-term goals of the Department or Program and are tied to performance measures. Major Goals/Strategies are short-term goals targeted to be achieved for that Fiscal Year.

D. Numerical Pages

1. The listed number of positions for each Department or Program represents the maximum number of permanent budgeted positions that can be filled. "Part-Time Hourly" positions identify the number of full-time equivalent positions budgeted to be filled by hourly personnel. Contract personnel are not included in this listing.

GENERAL NOTES

(Continued)

D. Numerical Pages (continued)

2. Positions listed in the "2008-09 Adjusted" column are those positions actually approved in the adopted budget that year plus any adjustments made mid-year. Positions listed in the "2009-10 Adopted" column are those positions in the "2008-09 Adjusted" column plus position changes adopted in Fiscal Year 2009-10. Positions listed in the "2010-11 Proposed" column are those positions in the "2009-10 Adopted" column plus any amendments or adjustments made mid-year and any changes proposed for Fiscal Year 2010-11.
3. Salaries and wages are calculated using the employees' actual salary plus any potential mid-year step increases. Hourly positions are also calculated at 5th step of the position classification, except those hourly positions in Recreation which are calculated at 3rd step due to the seasonality of the positions.

CITY COUNCIL

The City Council is the legislative and policy-making body for the City, having responsibility for enacting City ordinances, appropriating funds to conduct City business and providing policy direction to administrative staff.

There are seven standing City Council committees, each with three members. From time to time, special-purpose committees are also formed. In addition, Councilmembers represent the City and serve on numerous regional agencies and organizations.

The City Council meets at 6:30 p.m. on the second and fourth Tuesday of each month in the Council Chambers located in City Hall, 500 Castro Street. The times and places of City Council committee meetings and the meetings of outside agencies on which Councilmembers serve can be obtained from the City Clerk's Office.

CITY COUNCIL

Councilmembers	Term Expires
Ronit Bryant, Mayor	2011
Jac Siegel, Vice Mayor	2011
Margaret Abe-Koga	2011
John Inks	2013
R. Michael Kasperzak, Jr.	2013
Laura Macias	2013
Tom Means	2013

STANDING COMMITTEES

**Appointments Review
Committee (CARC)**
Siegel, Chair
Abe-Koga
Bryant

**Finance/Investment Review
Committee (CFC) (CIRC)**
Kasperzak, Chair
Inks
Means

Neighborhoods Committee (CNC)
Macias, Chair
Abe-Koga
Inks

Procedures Committee (CPC)
Inks, Chair
Kasperzak
Siegel

Technology Committee (CXC)
Abe-Koga, Chair
Inks
Kasperzak

Transportation Committee (CTC)
Inks, Chair
Kasperzak
Means

Youth Services Committee (CYSC)
Means, Chair
Abe-Koga
Bryant

CITY COUNCIL DEPARTMENT SUMMARY

DEPARTMENT MANAGER-CITY CLERK

DEPARTMENT MISSION STATEMENT

To set policy that governs the City in a manner which is both financially sound as well as responsive to the needs and concerns of the community.

DEPARTMENT FUNCTIONS

- Serve as Board of Directors for the Mountain View Shoreline Regional Park Community, the Mountain View Revitalization Authority and the City of Mountain View Capital Improvements Financing Authority.
- Participate in regional boards and agencies which directly affect the City of Mountain View and the needs and interests of the citizens.
- Adopt the annual budget and Five-Year Capital Improvement Program.
- Meet annually in study sessions with each advisory commission/committee.
- Participate in the City's Corporate Visitation Program.

MAJOR CITY COUNCIL/STRATEGIES FOR FISCAL YEAR 2010-11

- Develop a Youth Master Plan.
- Assess the Rengstorff Avenue/California Street neighborhood to look at the state of walkability and lighting, safety, park use (and pedestrian access) for families and the existing Community Center.
- Consider an extension to the Downtown Revitalization District for one year or a potentially longer term (or develop a plan for the expiration of the District, as appropriate, depending on the outcome of considering an extension).
- Maintain constructive activities for youth (including after-school activities, summer school, teen center programs and expanded sport center activities) with emphasis on accessible school- and neighborhood-based programs, and increase collaboration with school districts and nonprofits to provide expanded after-school programs.
- Develop an Information Technology Strategic Plan, focusing on the needs of the community and residents in their web-based interactions with City Hall.
- Implement the elements of the Environmental Sustainability Action Plan identified by the City Council and seek additional funding opportunities and partnerships to promote and implement short- and long-term environmental sustainability initiatives in the residential and business sectors of the community.

CITY COUNCIL DEPARTMENT SUMMARY

MAJOR PROGRAM CHANGES

The review of the Council's budget was assigned to the Council Procedures Committee (CPC). The CPC met on May 11, 2010 to discuss and make recommendations to the Council's budget for Fiscal Year 2010-11. Approximately 50.0 percent of the Council's budget is nondiscretionary, consisting of salaries and benefit costs. The CPC recommended the reductions as follows:

- General Operating Fund:
 - Team-Building/Goal-Setting Facilitator: (\$2,500)
Reduces funding by half for a team-building/goal-setting facilitator. Impact: Reduces resources.
 - Training, Conference and Travel: (\$1,900)
Reduces budget for Council training and travel. Impact: Reduces resources for training, conference and travel.
- General Non-Operating Fund:
 - Newly Elected Council Per-Term Allowance (Limited-Period): \$11,400
Per Council Policy A-2, each Councilmember is to receive an allowance of \$3,800 per term for specified office equipment necessary to allow Councilmembers to perform their official duties and communicate with the public and staff. Provides tools for effective communications.

AMS/BUD/LHP-402-01^

**CITY COUNCIL
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Mayor	1	1	1
Councilmember	6	6	6
Total Permanent	7	7	7
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>7</u>	<u>7</u>	<u>7</u>

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 114,362	143,653	159,526
Supplies and Other Services	84,640	103,685	110,710
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 199,002</u>	<u>247,338</u>	<u>270,236</u>

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 192,383	247,338	258,836
General Non-Operating	6,619	0	11,400
TOTAL FUNDING	<u>\$ 199,002</u>	<u>247,338</u>	<u>270,236</u>

**CITY COUNCIL
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 43,446	43,500	43,500
Wages	0	0	0
Benefits	70,916	100,153	116,026
	<u>\$ 114,362</u>	<u>143,653</u>	<u>159,526</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 13,457	14,390	14,390
Maintenance and Operations	0	400	400
Utilities	4,780	12,360	12,360
Professional/Technical Svcs	15,943	5,000 *2	2,500 *4
Other Expenses	50,460 *1	71,535 *3	81,060 *5
	<u>\$ 84,640</u>	<u>103,685</u>	<u>110,710</u>

*1 Includes limited-period expenditures for goal setting facilitator and per-term Council allowance.

*2 Includes reduced funding of \$10,000 for Consultant for Council Appointee evaluations.

*3 Includes reduced funding of \$1,800 for training, conference and travel.

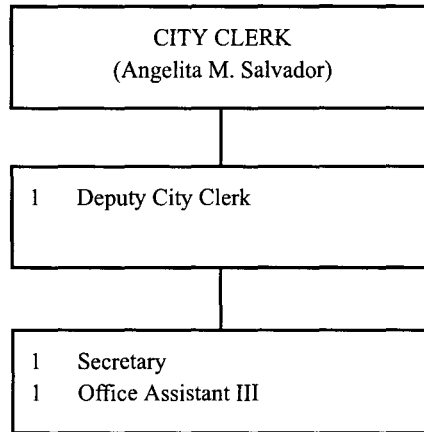
*4 Includes reduced funding of \$2,500 for team-building/goal-setting facilitator services.

*5 Includes reduced funding of \$1,900 for training, conference and travel. Also includes limited-period funding of \$11,400 for per-term Council allowance.

NOTES

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CITY CLERK'S OFFICE



FISCAL YEAR 2010-11 POSITION TOTALS: 4.0 Full-Time

CITY CLERK'S OFFICE

The City Clerk is appointed by the City Council. The Clerk is responsible for facilitating the conduct of business by the City Council and fulfilling legal requirements as set forth in the Charter, City Code and State law. The City Clerk's Office administers City elections and campaign and financial disclosure laws.

The City Clerk's Office maintains a record of all proceedings of the City Council; meets all requirements regarding public postings, legal advertising, recordations and mailing of public hearing notices; processes assessment districts, annexations, deeds, tax cancellations, appeals

and initiative petitions; administers the selection process for Council appointment of members to City board, commissions and committees; and provides support for Sister City activities.

The City Clerk's Office provides administrative assistance to the Council, maintains the City Code and City Charter, is custodian of the City Seal, administers oaths or affirmations, and keeps record of City contracts and agreements. The office also maintains official City records, provides certified copies thereof and provides information to the public regarding the legislative operations of government.

NOTES

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**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

DEPARTMENT MANAGER-CITY CLERK

DEPARTMENT MISSION STATEMENT

To maintain official records, administer elections and provide administrative support to City Council.

DEPARTMENT FUNCTIONS

- Administer City elections. (M 1)
- Maintain the City Code and City Charter.
- Administer campaign disclosures, financial disclosures and oaths. (M 2)
- Coordinate, prepare and distribute Council agenda materials and minutes. (M 3, 4, 5, 9)
- Maintain official City records and provide records management support services for all departments. (M 6, 7, 8, 10)
- Notice legal documents and process annexation and assessment district proceedings, deeds, appeals, initiative petitions and ordinances. (M 8)
- Provide administrative support to City Council. (M 11)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Conduct the November 2, 2010 General Municipal Election.
- Post candidates' campaign disclosure reports on the City's web site during the 2010 General Municipal Election in accordance with the City's Campaign Finance Ordinance.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Records Management Program:

(\$7,000)

The City Clerk's Office manages the City's records retention and storage. The City stores records at an off-site location with a third-party vendor. Staff is evaluating the movement of off-site records storage to the City's warehouse at the MOC. The total annual budget is \$12,000. However, staff is phasing the transfer of records to the warehouse over the next fiscal year. *Impact: Shifts workload to the Finance and Administrative Services warehouse staff.*

- General Non-Operating Fund:

General Election November 2010 (Limited-Period):

\$100,000

Provides funding to conduct the November 2010 municipal election. *Enables 2010 City Council election to occur.*

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

PERFORMANCE / WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Elections:					
1. Percent of official election notices published without errors and on time	100%	100%	100%	N/A	100%
2. Percent of Statement of Economic Interests processed correctly and submitted on time	100%	100%	100%	100%	100%
Legislative:					
3. Percent of agenda packets prepared and distributed five days before Council meeting	100%	100%	100%	100%	100%
4. Percent of agendas and minutes posted at least 72 hours prior to a regular Council meeting	100%	100%	100%	100%	100%
5. Percent of minutes prepared for City Council meeting without errors of fact	>98%	82.5% ^(A)	>98%	91% ^(B)	>98%
6. Percent of resolutions and ordinances processed within five days after a Council meeting is held	>90%	100%	>90%	100%	>90%
7. Percent of Council agenda staff reports processed within five days after a Council meeting is held	>90%	100%	>90%	100%	>90%
8. Percent of legal hearing notices prepared, noticed and mailed within legal deadlines	100%	100%	100%	100%	100%
Records Management:					
9. Percent of agenda items uploaded to imaging system each agenda production week	100%	100%	100%	100%	100%
10. Number of agreements documented and indexed	650	900	750	472	750
Administrative/Support to Council:					
11. Percent of Council service requests responded to within one working day of receipt	100%	100%	100%	100%	100%

^(A) There were 10 of 57 sets of minutes with errors.

^(B) There were 2 of 23 sets of minutes with errors through the third quarter.

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Secretary	1	1	1
Office Assistant III	1	1	1
Total Permanent	4	4	4
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	4	4	4

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 466,208	484,854	512,372
Supplies and Other Services	94,145	51,626	144,626
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 560,353	536,480	656,998

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 504,915	536,480	556,998
General Non-Operating	55,438	0	100,000
TOTAL FUNDING	\$ 560,353	536,480	656,998

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Service Charges	\$ 190	200	550
Miscellaneous Revenue	448	2,800 *1	2,500
TOTAL REVENUES	\$ 638	3,000	3,050

*1 Includes cost recovery for City Hall "after-hours" building attendant.

**CITY CLERK'S OFFICE
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 320,890	359,850	364,618
Wages	50,643	18,500	18,500
Benefits	94,675	106,504	129,254
	<u>\$ 466,208</u>	<u>484,854</u>	<u>512,372</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 5,316	10,670	10,670
Maintenance and Operations	936	1,500	1,500
Utilities	0	300	300
Professional/Technical Svcs	20,223	24,256	17,256 *2
Other Expenses	67,670 *1	14,900	114,900 *3
	<u>\$ 94,145</u>	<u>51,626</u>	<u>144,626</u>

*1 Includes limited-period expenditures for the November 2008 General Municipal Election.

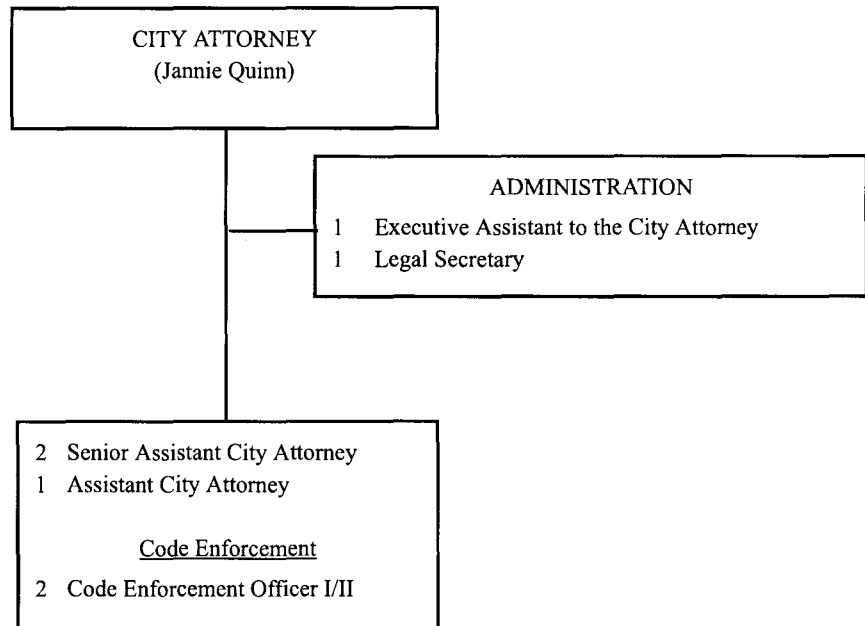
*2 Includes reduced funding of \$7,000 for the records management program.

*3 Includes limited-period funding of \$100,000 for the November 2010 General Municipal Election.

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CITY ATTORNEY'S OFFICE



FISCAL YEAR 2010-11 POSITION TOTALS: 8.0 Full-Time

CITY ATTORNEY'S OFFICE

The City Attorney is appointed by the City Council as the Attorney for the City and legal advisor to the City Council. The City Attorney hires subordinate attorneys to assist in the discharge of assigned responsibilities. The City Attorney's Office defends and prosecutes or retains counsel to defend and prosecute all civil actions and proceedings to which the City is a party and prosecutes all criminal actions involving the City Code. The City Attorney's Office represents and advises the City Council, boards, commissions, departments and all City officials in matters of law related to the conduct of City business.

The City Attorney's Office drafts necessary legal documents, ordinances, resolutions, contracts, other documents pertaining to the City's business and handles claims against the City. The Office is also responsible for providing legal services in connection with the Shoreline Regional Park (North Bayshore) Community and the Revitalization Authority.

The Code Enforcement Section is responsible for enforcing the City Code provisions relating to zoning, neighborhood preservation, vehicles on private property and other Code sections as necessary.

NOTES

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**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

DEPARTMENT MANAGER-CITY ATTORNEY

DEPARTMENT MISSION STATEMENT

To provide legal services and counsel to the City Council, boards and commissions; and participate as a member of the management team in support of City departments.

DEPARTMENT FUNCTIONS

- Prosecute and defend legal proceedings involving the City. (M 1, 2)
- Coordinate and monitor outside legal service providers retained to represent the City in its ongoing operations. (M 1)
- Process and track claims filed against the City. (M 2)
- Represent and advise City officials and City staff in legal matters.
- Draft and/or review ordinances, resolutions, contracts and other legal documents. (M 3, 4)
- Supervise and administer the Code Enforcement Division, including prosecution of City Code violations. (M 5)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Work with the Community Development Department to draft, finalize and execute agreements for development of the Charleston East site.
- Prepare for Study Session relating to code enforcement and the Multi-Family Housing Inspection Program.
- Update and revise Council policies, administrative policies and personnel policies in accordance with new regulations.
- Provide legal support for Council-initiated items such as planning initiatives, development agreements and subdivisions.
- Provide legal support in the form of negotiating and/or drafting agreements related to City properties.
- Prepare and update ordinances including, but not limited to, regulation of marijuana collectives and imperatives, massage and utility users tax.

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

MAJOR PROGRAM CHANGES

- General Operating Fund:

Training: \$5,000

Provides increased funding for training for the Council-appointed City Attorney.

Impact: Provides the new City Attorney with more resources.

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
City Attorney's Office:					
1. Total cost of legal services, in-house and outside counsel, as a percent of General Fund budget	<2%	1.2%	<2%	0.86%	<2%
2. Percent of claims entered into the claim reporting system, reported to ACCEL and directed to appropriate departments for response within 5 working days of receipt of the claim	>90%	100%	>90%	100%	>90%
3. Percent of routine contracts reviewed within 10 working days	>85%	99%	>85%	99%	>85%
4. Percent of complex contracts reviewed within 20 working days	>80%	98%	>80%	96%	>80%
5. Percent of code enforcement cases responded to within 5 working days of receipt of complaint or observation of violation	>95%	98%	>95%	96%	>95%

JLQ/BUD
LHP-010-01^

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
City Attorney	1	1	1
Sr Assist City Attorney	2	2	2
Assistant City Attorney	1	1	1
Code Enforcement Officer I/II	2	2	2
Exec Asst to the City Attorney	1	1	1
Legal Secretary	1	1	1
Total Permanent	8	8	8
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	8	8	8

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 1,355,032	1,404,033	1,343,659
Supplies and Other Services	642,808	112,690	117,690
Capital Outlay	0	0	0
Interfund Expenditures	7,376	5,200	5,000
TOTAL EXPENDITURES	\$ 2,005,216	1,521,923	1,466,349

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 1,437,342	1,481,923	1,426,349
Shoreline Regional Park Community	236,296	10,000	10,000
Liability Self-Insurance	331,578	30,000	30,000
TOTAL FUNDING	\$ 2,005,216	1,521,923	1,466,349

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Fines and Forfeitures	\$ 37,624	40,000 *1	40,000
General Service Charge	400	0	0
Miscellaneous Revenue	24,960	5,000	5,000
Interfund Revenue Transfers	280,000	0	0
TOTAL REVENUES	\$ 342,984	45,000	45,000

*1 Includes increased code enforcement program cost recovery.

**CITY ATTORNEY'S OFFICE
DEPARTMENT SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 972,042	1,091,894	1,015,374
Wages	104,958	0	0
Benefits	278,032	312,139	328,285
	<u>\$ 1,355,032</u>	<u>1,404,033</u>	<u>1,343,659</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 39,400	32,500	32,500
Maintenance and Operations	150	200	200
Utilities	959	5,850	5,850
Professional/Technical Svcs	586,509 *1	60,400 *2	60,400
Other Expenses	15,790	13,740	18,740 *3
	<u>\$ 642,808</u>	<u>112,690</u>	<u>117,690</u>

*1 Includes costs for litigation cases, funding approved mid-year or carried over from prior fiscal years.

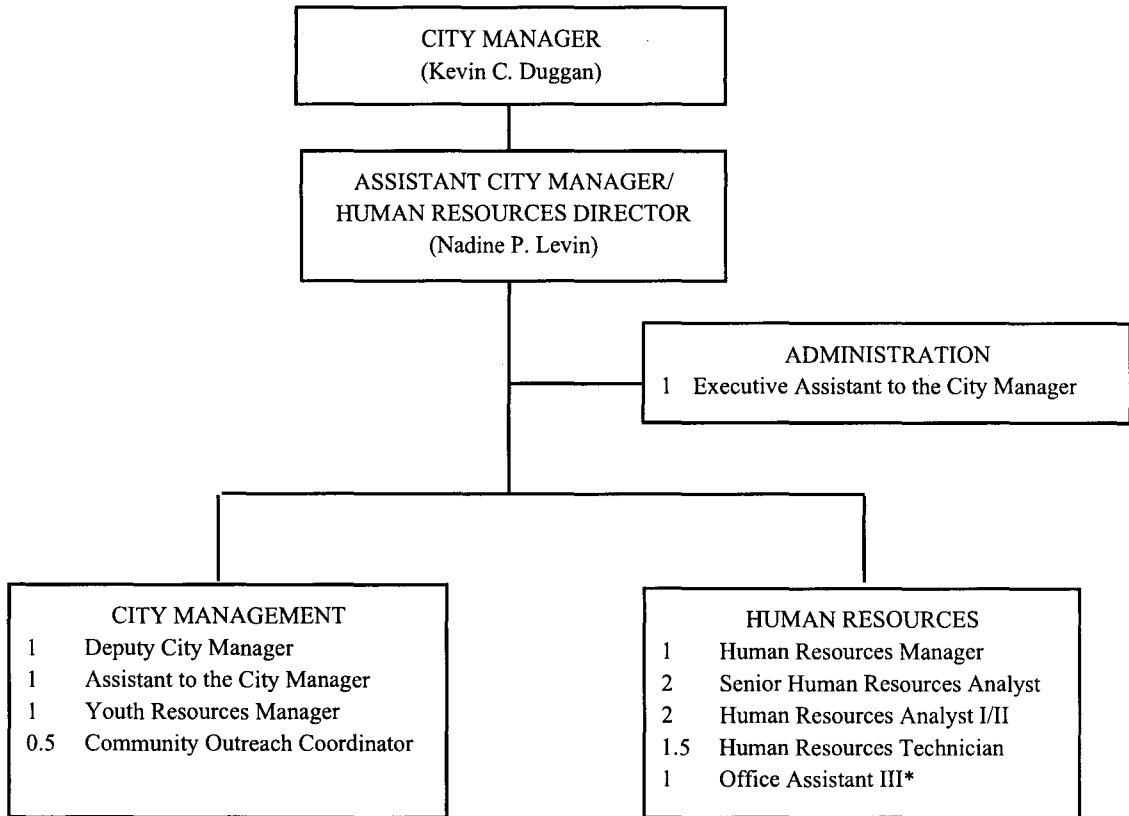
*2 Includes reduced funding of \$10,000 for outside legal services for code enforcement.

*3 Includes increased funding of \$5,000 for training.

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CITY MANAGER'S OFFICE



FISCAL YEAR 2010-11 POSITION TOTALS: 13.0 Full-Time
1.0 Permanent Part-Time

For Fiscal Year 2010-11, the Employee Services Department was consolidated into the City Manager's Office.

*Unfunded 1.0 Office Assistant III position.

CITY MANAGER'S OFFICE

The City Manager is appointed by the City Council. The City Manager's Office provides professional leadership in the administration of all City services, activities and facilities and directs the execution of policies and objectives formulated by the City Council; develops and presents to the City Council recommendations and strategies in response to community issues; plans and executes programs to meet the current and future needs of the City of Mountain View; and strives to provide the highest quality of human resource service to City departments, employees and prospective employees.

CITY MANAGEMENT

The City Management Division supports the City Council in the preparation of City Council meeting and study session agendas and reports; administers the City's cable television franchise and contract with KMVT; serves as a liaison for intergovernmental relations and coordinates the delivery of youth services in the community; manages issues relating to NASA Ames Research Center and Moffett Federal Airfield; coordinates the City's Customer Relations Management (CRM) software system; disseminates information about City services and issues to the community through a public information program, including a multi-language community outreach component; coordinates the City's environmental compliance issues; provides staff support to the Human Relations Commission; coordinates child-care issues; and promotes the City's best interests in interactions with other levels of government.

HUMAN RESOURCES

The Human Resources Division recruits and tests personnel; manages labor relations, equal employment opportunity and employment development activities; coordinates organizational development efforts, including new employee orientations and training programs; administers the City's compensation and benefits program; and conducts special studies and programs to improve the quality of service to employees and the public.

The City strives to hire and retain excellent employees throughout the organization. To do this, the division recruits the best people it can find and monitors the City's salary and benefits plan for competitiveness. The City values its employees and provides numerous mechanisms to encourage professional growth. The City provides the necessary on-the-job training and designs and implements supervisory and other management training programs for recently promoted employees, as well as existing employees.

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CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER–CITY MANAGER

DEPARTMENT MISSION STATEMENT

To support the City Council in the development and execution of their goals and policies and to provide leadership and guidance to City departments in the delivery of City services and to attract and retain the most appropriately qualified employees.

DEPARTMENT FUNCTIONS

- Manage coordination of Council meeting agenda preparation process.
- Develop and present to the City Council solutions and strategies in response to community issues.
- Provide leadership to City departments in the execution of policies, objectives and programs adopted by the City Council. (M 1)
- Respond to all City Council and citizen inquiries received by the City Manager's Office in a timely manner. (M 2)
- Assist the City Council in its annual setting of major City goals and track departments' progress in achieving City-wide goals.
- Develop and submit an annual City budget to the City Council and support City Council revenue enhancement and efforts in long-term financial planning.
- Support the City Council's legislative advocacy and intergovernmental relations efforts. (M 3)
- Manage the City's Community Relations Program by providing information to the community through public forums, *The View*, government access programming, the Community Outreach Program, City publications and the Customer Relations Management (CRM) system. (M 4)
- Provide staff support to the Human Relations Commission.
- Provide City liaison to various community groups and nonprofit organizations. (M 5)
- Coordinate the City's environmental compliance issues and updates to the environmental management databases. (M 6)
- Serve as the focal point in the City organization for the coordinated delivery of youth services by internal and external youth services providers.
- Continue to refine the City's training/organizational development program and succession planning management efforts.
- Develop and maintain infrastructure for administering effective personnel/employee relation functions. (M 7)
- Manage and coordinate the City's grievance and appeals process and assist departments with all disciplinary actions. (M 7)

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

- Manage and maintain positive employee/labor relations with unrepresented and represented employee groups through negotiations and administration of Memorandums of Understandings and annual review of unrepresented compensation. (M 7, 8)
- Plan and conduct training and organizational and development efforts for employees in personnel-related issues and for supervisors/managers to improve their supervisory, managerial and leadership skills. (M 8)
- Fill vacant positions as quickly and cost effectively as possible while adhering to equal employment principles. (M 8, 9)
- Orient all new employees to the City and conduct interviews with all employees who separate from City service. (M 10, 11, 12)
- Evaluate, update and maintain the City's classification plan through periodic salary surveys, classification/reclassification studies and implement changes to the City's compensation plan as needed.
- Manage and administer the City's employee benefits program. (M 13, 14)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Develop a Youth Master Plan.
- Assess the Rengstorff Avenue/California Street neighborhood to look at the state of walkability and lighting, safety, park use (and pedestrian access) for families and the existing Community Center in conjunction with the Community Services and Public Works Departments.
- Develop a structurally balanced budget for Fiscal Year 2011-12.
- Undertake a series of studies and initiatives related to mid- to long-term budget-balancing strategies.
- Evaluate alternative operating/financial models for Shoreline Golf Links in conjunction with the Community Services and Finance and Administrative Services Departments.
- Coordinate management of Moffett Complex/NASA Ames issues.
- Coordinate the City's update to the Utility Users Tax Ordinance.
- Enhance the implementation of the customer/citizen relationship management (CRM) system with mobile phone options.
- Continue involvement in the City's succession planning and management.
- Manage the City-wide organization development efforts to identify, manage and enhance organizational culture.
- Administer a comprehensive training program for lead, supervisory, mid-management and management employees, including leadership training.

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

- Coordinate the implementation of work force succession initiatives, including delivery of a leadership training program and updating policies to provide flexibility in recruiting and filling vacant positions.
- Continue implementation of additional features of the HR/Payroll system, including automated work flow.
- Negotiate contracts with employee groups, as needed.
- Continue implementation of fingerprinting process for newly hired employees.
- Administer the Retirement Health Savings Accounts for the defined contribution program for designated employee groups.
- Evaluate and implement changes to the City's policies and procedures, including employer-employee relations ordinance, family medical leave and employment of hourly/temporary employees.
- Review the City's health plan structure in cooperation with a committee composed of all employee groups.
- Issue RFP for broker services for employee health benefits.
- Complete the amendment of the Deferred Compensation Plan and implement changes.

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
City Management Division:					
1. Percentage of City Manager's Office cost as a percent of the General Operating Fund budget	<2%	1.4%	<2%	1.4%	<2%
2. Percent of multi-lingual Community Outreach Program information requests that are responded to within three business days	>95%	98%	>90%	90%	>90%
3. Number of communications regarding the City's position on legislation or legislative issues made annually to the State Legislature, Congress and other branches of government	6	13 ^(A)	5	4	5
4. Number of Community Information and Outreach Program products provided (newsletters, press releases, Internet postings, media contacts, etc.)	30	83 ^(A)	40	85 ^(B)	40
5. City Manager's Office staff attendance at community-based events/meetings for community support, liaison or networking purposes (not specific to job duties)	25	34	25	39	25

CITY MANAGER'S OFFICE DEPARTMENT SUMMARY

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
6. Percent of time comments submitted within public comment period on environmental reports, regulations, legislation or report reviewed by City Manager's Office (necessity of commenting determined on a case-by-case basis)	100%	100%	100%	100%	100%
Human Resources Division:					
7. Employee turnover rate	<10%	7%	<10%	3%	<10%
8. Percent of recruitments/vacant positions filled by existing personnel (excludes promoting within positions classified as I/II)	>30%	36%	>30%	47%	>30%
9. Percent of recruitments successfully completed within the negotiated time line set by the hiring department	>90%	93%	>90%	100%	>90%
10. Percent of new employee orientations conducted within 7 days of hire	>98%	100%	>98%	100%	>98%
11. Percent of retirement planning informational meetings conducted with retiring employees	>90%	100%	>90%	100%	>90%
12. Percent of employee separation reports processed through to the appropriate agency within the 10-day reporting time line following State guidelines	>95%	100%	>95%	95%	>95%
13. Percent of employee requests for FMLA leave responded to within 5 business days (pursuant to Federal guidelines)	>95% ^(C)	86% ^(C)	>95%	92% ^(D)	>95%
14. Percent of employee benefit inquiries responded to within 2 working days	>85%	100%	>85%	99%	>85%

^(A) Actual numbers are higher due to communications related to State Budget crisis.

^(B) Includes Census 2010 and Fiscal Year 2010-11 budget communications.

^(C) Targets and actuals for Fiscal Year 2008-09 are based on Federal guidelines to respond to requests within two business days. For Fiscal Year 2009-10, the Measure has been changed to reflect the new Federal guidelines as of January 16, 2009 to respond to requests within five business days. For the Fiscal Year 2008-09 Actual, 51 of 59 requests were responded to within two days. Of the 8 requests not responded to within two business days, 6 were not direct requests from employees and/or leave was taken without prior notice.

^(D) Five (5) of 66 requests did not meet target due to staffing transitions for FMLA management during the third quarter.

KT/BUD
LHP-609-01^

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED	
City Manager	1	1	1	
Assistant City Manager/Human Resources Director	1	1	1	*2
Employee Services Director	1	1	0	*2
Deputy City Manager	1	1	1	
Assistant to the City Manager	0.75	0.75	1	*3
Human Resources Manager	0	0	1	*4
Youth Resources Manager	1	1	1	
Senior Human Resources Analyst	3	3	2	*4/5
Human Resources Analyst I/II	2	2	2	*5
Human Resources Technician	1.50	1.50	1.50	*5
Community Outreach Coordinator	0.50	0.50	0.50	
Exec Asst to the City Manager	1	1	1	
Office Assistant III	1	1	1	*1
Total Permanent	14.75	14.75	14	
Total Part-Time Hourly	0.14	0.14	0.62	*6
TOTAL POSITIONS	14.89	14.89	14.62	

*1 Unfunded one Office Assistant III position.

*2 Consolidation of the Assistant City Manager and Employee Services Director positions.

*3 Reclassification of the 0.75 Assistant to the City Manager position to full-time.

*4 Reclassification of one Senior Human Resources Analyst position to Human Resources Manager.

*5 Titles changed from Senior Personnel Analyst, Personnel Analyst I/II and Personnel Technician to Senior Human Resources Analyst, Human Resources Analyst I/II and Human Resources Technician.

*6 Add Student Intern hours.

DEPARTMENT PROGRAMS	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
City Management	\$ 2,276,515	2,784,926	2,683,422
Human Resources	1,345,950	1,456,708	1,426,766
TOTAL EXPENDITURES	\$ 3,622,465	4,241,634	4,110,188

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 2,282,208	2,389,078	2,284,457
Supplies and Other Services	598,617	1,052,556	1,017,731
Capital Outlay	0	0	0
Interfund Expenditures	741,640	800,000	808,000
TOTAL EXPENDITURES	\$ 3,622,465	4,241,634	4,110,188

**CITY MANAGER'S OFFICE
DEPARTMENT SUMMARY**

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 2,604,806	2,702,205	2,715,013
General Non-Operating	56,521	410,000	375,175
Cable Television	845,208	998,000	1,006,000
Shoreline Regional Park Community	109,049	117,429	0
Employee Benefits	6,881	14,000	14,000
TOTAL FUNDING	<u>\$ 3,622,465</u>	<u>4,241,634</u>	<u>4,110,188</u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Franchise Fees	\$ 811,640	800,000	808,000
Miscellaneous Revenue	201,665	199,000	199,000
Interfund Revenue Transfers	28,500	0	0
TOTAL REVENUES	<u>\$ 1,041,805</u>	<u>999,000</u>	<u>1,007,000</u>

NOTES

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CITY MANAGER'S OFFICE—CITY MANAGEMENT PROGRAM SUMMARY

PROGRAM MANAGER—CITY MANAGER

PROGRAM MISSION STATEMENT

To support the City Council in the development and execution of their goals and policies and to provide leadership and guidance to City departments in the delivery of City services.

PROGRAM FUNCTIONS

- Manage coordination of Council meeting agenda preparation process.
- Develop and present to the City Council solutions and strategies in response to community issues.
- Provide leadership to City departments in the execution of policies, objectives and programs adopted by the City Council.
- Respond to all City Council and citizen inquiries received by the City Manager's Office in a timely manner.
- Assist the City Council in its annual setting of major City goals and track departments' progress in achieving City-wide goals.
- Develop and submit an annual City budget to the City Council and support City Council revenue enhancement and efforts in long-term financial planning.
- Support the City Council's legislative advocacy and intergovernmental relations efforts.
- Manage the City's Community Relations Program by providing information to the community through public forums, *The View*, government access programming, the Community Outreach Program, City publications and the Customer Relations Management (CRM) system.
- Provide staff support to the Human Relations Commission.
- Provide City liaison to various community groups and nonprofit organizations.
- Coordinate the City's environmental compliance issues and updates to the environmental management databases.
- Serve as the focal point in the City organization for the coordinated delivery of youth services by internal and external youth services providers.
- Continue to refine the City's training/organizational development program and succession planning management efforts.

CITY MANAGER'S OFFICE—CITY MANAGEMENT PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Develop a Youth Master Plan.
- Assess the Rengstorff Avenue/California Street neighborhood to look at the state of walkability and lighting, safety, park use (and pedestrian access) for families and the existing Community Center in conjunction with the Community Services and Public Works Departments.
- Develop a structurally balanced budget for Fiscal Year 2011-12.
- Undertake a series of studies and initiatives related to mid- to long-term budget-balancing strategies.
- Evaluate alternative operating/financial models for Shoreline Golf Links in conjunction with the Community Services and Finance and Administrative Services Departments.
- Coordinate management of Moffett Complex/NASA Ames issues.
- Coordinate the City's update to the Utility Users Tax Ordinance.
- Enhance the implementation of the customer/citizen relationship management (CRM) system with mobile phone options.
- Continue involvement in the City's succession planning and management.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Restructuring of the City Manager's Office/Employee Services Department: (\$75,000)

Consolidates the Employee Services Director position with the Assistant City Manager position, increases the Assistant to the City Manager position to full-time (from 0.75 FTE) and adds Student Intern hours. Restructuring the City Manager's Office and Employee Services Department will take advantage of efficiencies that will result in reduced staffing at the professional/managerial level as a result of retirement(s). *Impact: Restructuring will result in reassigning some functions and tasks elsewhere in the organization and reprioritizing current workload that will likely result in changes in timing and scheduling of certain work products and activities.*

- General Non-Operating Fund:

Succession Planning Efforts (Rebudget): \$120,000

Rebudgets funding to continue succession planning efforts. *Impact: Rebudgets resources to continue succession planning efforts.*

CITY MANAGER'S OFFICE—CITY MANAGEMENT PROGRAM SUMMARY

Consultant Assistance and Other Costs Associated with
Possible Ballot Measure (Rebudget and Limited-Period): \$84,800

Rebudgets funding to continue work for potential ballot measure in November 2010. Funds are for professional support and costs associated with placing a measure on the ballot. *Impact: Provides funding for outside assistance and the cost for a potential ballot measure.*

Professional Budget-Related Assistance (Rebudget): \$74,000

Rebudgets placeholder funding to be used for professional assistance to staff and Council for potential work related to outreach, budget analysis and organizational restructuring. *Impact: Provides funding for resources needed for assistance related to outreach, budget analysis and organizational restructuring.*

Middlefield-Ellis-Whisman (MEW) Site (Rebudget): \$21,400

Rebudgets funding received midyear for professional assistance related to the MEW site. *Impact: Provides funding for outside agencies.*

KT/BUD
LHP-609-02^

**CITY MANAGEMENT
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
City Manager	1	1	1
Assistant City Manager/Human Resources Director	1	1	0.50 *1
Deputy City Manager	1	1	1
Assistant to the City Manager	0.75	0.75	1 *2
Youth Resources Manager	1	1	1
Community Outreach Coordinator	0.50	0.50	0.50
Exec Asst to the City Manager	1	1	1
Total Permanent	6.25	6.25	6
Total Part-Time Hourly	0.14	0.14	0.62 *3
TOTAL POSITIONS	6.39	6.39	6.62

*1 Consolidation of the Assistant City Manager and Employee Services Director positions.

*2 Reclassification of the 0.75 Assistant to the City Manager position to full-time.

*3 Add Student Intern hours.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 1,259,562	1,299,340	1,249,661
Supplies and Other Services	275,313	685,586	625,761
Capital Outlay	0	0	0
Interfund Expenditures	741,640	800,000	808,000
TOTAL EXPENDITURES	\$ 2,276,515	2,784,926	2,683,422

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Franchise Fees	\$ 811,640	800,000	808,000
Miscellaneous Revenue	193,732	198,000	198,000
Interfund Revenue Transfers	28,500	0	0
TOTAL REVENUES	\$ 1,033,872	998,000	1,006,000

CITY MANAGEMENT PROGRAM SUMMARY

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 953,101	980,864	917,345
Wages	30,645	37,289 *1	60,110
Benefits	275,816	281,187	272,206
	<u>\$ 1,259,562</u>	<u>1,299,340</u>	<u>1,249,661</u>

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 36,945	44,000	44,000
Maintenance and Operations	0	0	0
Utilities	862	1,560	1,560
Professional/Technical Svcs	155,313	261,196 *2	261,196
Other Expenses	82,193 *1	378,830 *3	319,005 *4
	<u>\$ 275,313</u>	<u>685,586</u>	<u>625,761</u>

*1 Includes reduced funding of \$5,000 for backup clerical support.

*1 Includes limited-period expenditures for succession planning, interest-based bargaining training, and team-building consultant.

*2 Transferred funding of \$8,000 for the Community Relations Management (CRM) system maintenance to the Finance and Administrative Services department, Information Technology program.

*3 Includes reduced funding of \$4,000 for training, conference and travel. Also includes limited-period fundings of \$150,000 for succession planning efforts (rebudget), \$100,000 for consultant assistance and other costs associated with possible ballot measure, \$75,000 for professional budget-related assistance, \$30,000 for executive search consultant for Fire Chief and \$5,000 for Rengstorff Park neighborhood events.

*4 Includes limited-period fundings of \$120,000 for succession planning efforts (rebudget balance), \$84,800 for consultant assistance and other costs associated with possible ballot measure (new and rebudget balance), \$74,000 for professional budget-related assistance (rebudget balance), and \$21,400 for the MEW site (rebudget balance).

CITY MANAGER'S OFFICE—HUMAN RESOURCES PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT CITY MANAGER/ HUMAN RESOURCES DIRECTOR

PROGRAM MISSION STATEMENT

To attract and retain the most appropriately qualified employees.

PROGRAM FUNCTIONS

- Develop and maintain infrastructure for administering effective personnel/employee relation functions.
- Manage and coordinate the City's grievance and appeals process and assist departments with all disciplinary actions.
- Manage and maintain positive employee/labor relations with unrepresented and represented employee groups through negotiations and administration of Memorandums of Understandings and annual review of unrepresented compensation.
- Plan and conduct training and organizational and development efforts for employees in personnel-related issues and for supervisors/managers to improve their supervisory, managerial and leadership skills.
- Fill vacant positions as quickly and cost effectively as possible while adhering to equal employment principles.
- Orient all new employees to the City and conduct interviews with all employees who separate from City service.
- Evaluate, update and maintain the City's classification plan through periodic salary surveys, classification/reclassification studies and implement changes to the City's compensation plan as needed.
- Manage and administer the City's employee benefits.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Manage the City-wide organization development efforts to identify, manage and enhance organizational culture.
- Administer a comprehensive training program for lead, supervisory, mid-management and management employees, including leadership training.
- Coordinate the implementation of work force succession initiatives, including delivery of a leadership training program and updating policies to provide flexibility in recruiting and filling vacant positions.

CITY MANAGER'S OFFICE—HUMAN RESOURCES PROGRAM SUMMARY

- Continue implementation of additional features of the HR/Payroll system, including automated work flow.
- Negotiate contracts with employee groups as needed.
- Continue implementation of fingerprinting process for newly hired employees.
- Administer the Retirement Health Savings Accounts for the defined contribution program for designated employee groups.
- Evaluate and implement changes to the City's policies and procedures, including employer-employee relations ordinance, family medical leave and employment of hourly/temporary employees.
- Review the City's health plan structure in cooperation with a committee composed of all employee groups.
- Issue an RFP for broker services for employee health benefits.
- Complete amendment of the Deferred Compensation Plan and implement changes.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Restructuring of the City Manager's Office/Employee Services Department: (\$75,000)

Eliminates the Employee Services Director position (vacant), consolidates the Employee Services Director position with the Assistant City Manager position and reclassifies a Senior Personnel Analyst position to Human Resources Manager. Restructuring the City Manager's Office and Employee Services Department will take advantage of efficiencies that will result in reduced staffing at the professional/managerial level as a result of retirement(s). *Impact: Restructuring will result in reassigning some functions and tasks elsewhere in the organization and reprioritizing current workload that will likely result in changes in timing and scheduling of certain work products and activities.*

- General Non-Operating Fund:

Interest-Based Bargaining Training/Labor Assistance (Limited-Period) \$75,000

Provides limited-period funding for outside assistance for training and/or labor negotiations. *Impact: Provides additional resources for training and/or assistance with labor negotiations.*

KT/BUD
LHP-609-03^

HUMAN RESOURCES PROGRAM SUMMARY

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Assistant City Manager/Human Resources Director	0	0	0.50 *2
Employee Services Director	1	1	0 *2
Human Resources Manager	0	0	1 *3
Senior Human Resources Analyst	3	3	2 *3/4
Human Resources Analyst I/II	2	2	2 *4
Human Resources Technician	1.50	1.50	1.50 *4
Office Assistant III	1	1 *1	1 *1
Total Permanent	8.50	8.50	8
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	8.50	8.50	8

*1 Unfunded one Office Assistant III position.

*2 Consolidation of the Assistant City Manager and Employee Services Director positions.

*3 Reclassification of one Senior Human Resources Analyst position to Human Resources Manager.

*4 Titles changed from Senior Personnel Analyst, Personnel Analyst I/II and Personnel Technician to Senior Human Resources Analyst, Human Resources Analyst I/II and Human Resources Technician.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 1,022,646	1,089,738	1,034,796
Supplies and Other Services	323,304	366,970	391,970
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,345,950	1,456,708	1,426,766

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Miscellaneous Revenue	\$ 7,933	1,000	1,000
TOTAL REVENUES	\$ 7,933	1,000	1,000

HUMAN RESOURCES PROGRAM SUMMARY

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 756,872	828,471	756,623
Wages	24,713	3,840	3,840
Benefits	241,061	257,427	274,333
	<u>\$ 1,022,646</u>	<u>1,089,738</u>	<u>1,034,796</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 22,887	22,400	22,400
Maintenance and Operations	84	350	350
Utilities	175	0	0
Professional/Technical Svcs	128,589	133,375 *1	133,375
Other Expenses	171,569	210,845 *2	235,845 *3
	<u>\$ 323,304</u>	<u>366,970</u>	<u>391,970</u>

*1 Includes reduced funding of \$14,000 for various recruitment accounts and includes increased funding of \$1,500 for Mountain View Employees Association.

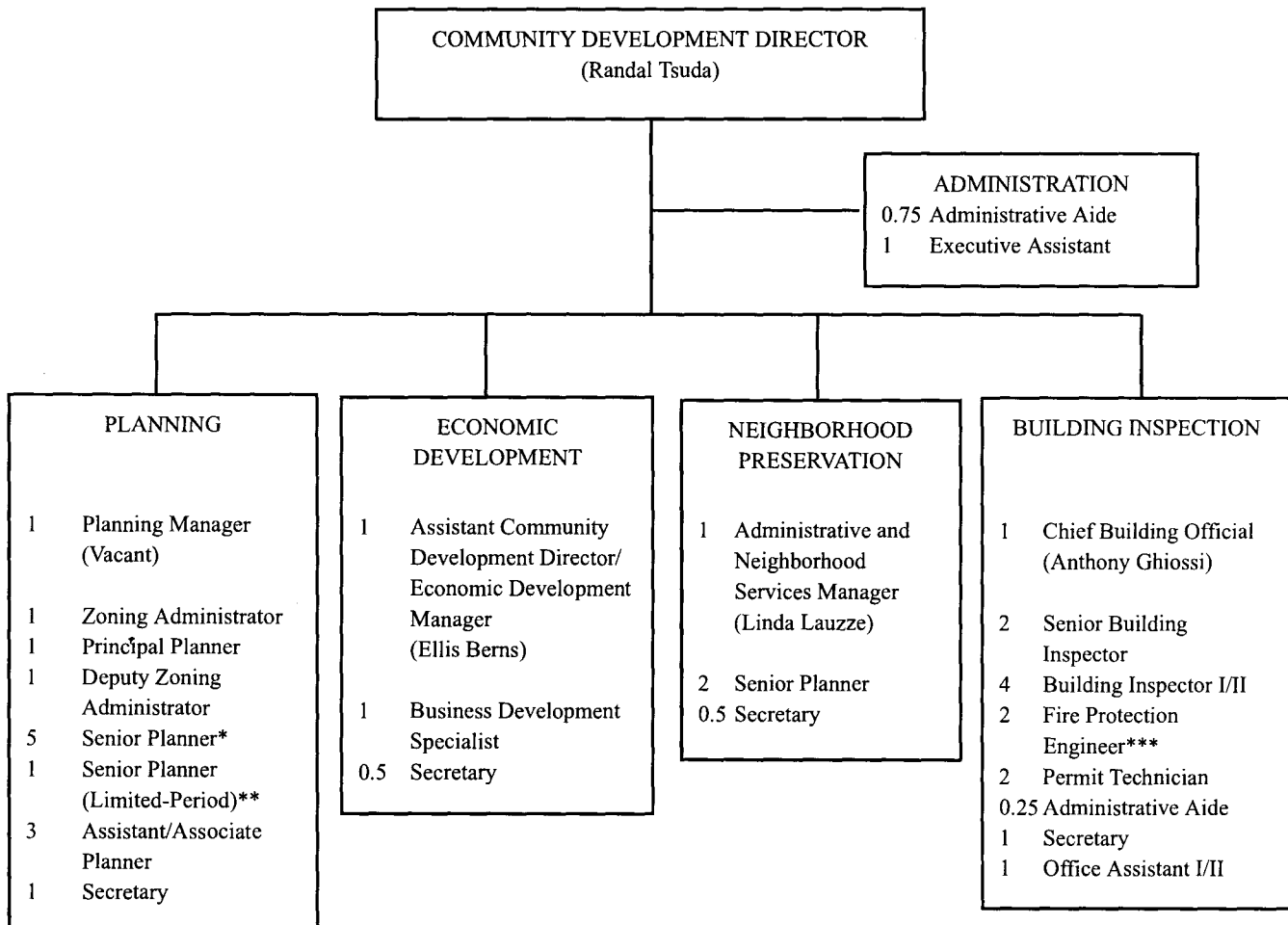
*2 Includes limited-period funding of \$50,000 for interest-based bargaining training/assistance.

*3 Includes limited-period funding of \$75,000 for interest-based bargaining training/assistance.

NOTES

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COMMUNITY DEVELOPMENT DEPARTMENT



FISCAL YEAR 2010-11 POSITION TOTALS: 33.0 Full-Time
1.0 Limited-Period

* Unfunded 2.0 Senior Planner positions.

** One limited-period Senior Planner position has been funded for the duration of the General Plan update.

*** Located in Community Development Department but budgeted in Fire Department.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department is responsible for the review of development and building activity to ensure compliance with zoning and building codes, the achievement of economic development goals, General Plan policies, the California Environmental Quality Act (CEQA), housing policies and community values. The department assists the community in establishing land use and neighborhood plans and ensures the quality of new projects through the design and development review process. The department staffs the Environmental Planning Commission (EPC), the Council Neighborhoods Committee, the Downtown Committee and the Visual Arts Committee in addition to establishing and maintaining communications with citizens, developers, businesses, other governmental agencies and City departments. The department also provides technical and policy support to the City Manager and other departments.

ADMINISTRATION

Administration is responsible for the management of the Community Development Department.

PLANNING DIVISION

Planning participates in long-range local and regional planning activities and is responsible for all matters concerning the implementation of the Zoning Ordinance, including the issuance of use permits, variance requests and planned unit development permits. This division assembles community data; develops and maintains the City's General Plan, precise plans and Zoning Ordinance; reviews and administers zone change proposals; provides primary staffing to the EPC; reviews private development projects for design and compliance with the Zoning Ordinance; is responsible for CEQA review and subdivision design; and provides information to the public on regulations, zoning codes and development projects. This division provides information for private-sector businesses, investors and developers considering locations

in Mountain View and participates in early discussions with people considering new development or uses in the City. The division also holds hearings on proposed projects through the Development Review Committee and the Zoning Administrator.

ECONOMIC DEVELOPMENT DIVISION

Economic Development is responsible for the City-wide economic development program. Economic Development staff serves as a primary contact and liaison with prospective new businesses who may need assistance in finding and developing an appropriate site. Another key function is retaining existing businesses by responding to situations where a business may need to expand or relocate. The program includes outreach efforts such as the corporate visitation program and regional economic development programs.

The Economic Development Division is also responsible for staffing the Downtown Committee and works closely with downtown businesses, property owners and developers. The division is responsible for recruitment and retention of downtown businesses, the review of public and private projects in the downtown, coordination for the continued improvement and maintenance of the downtown, and for implementation of the Downtown Precise Plan.

NEIGHBORHOOD PRESERVATION DIVISION

Neighborhood Preservation handles a variety of neighborhood and housing-related issues, including affordable housing information, the Below-Market-Rate (BMR) housing program, a volunteer mediation program for neighborhood and tenant/landlord disputes, and other activities that support a variety of housing opportunities and promote quality neighborhoods. It is also responsible for staffing the Council Neighborhoods Committee, that hold neighborhood meetings throughout the City.

COMMUNITY DEVELOPMENT DEPARTMENT (CONT.)

This division also administers the Community Development Block Grant (CDBG) and HOME Federal funds allocated to the City by the U.S. Department of Housing and Urban Development. These grant funds benefit primarily low- and moderate-income citizens by funding affordable housing projects and community services and improvements.

BUILDING INSPECTION DIVISION

The Building Division, which includes new construction fire prevention functions, along with the Planning Division, helps provide the community a true "one-stop" service for development-related activities. The division is primarily responsible for the review of all building construction-related applications for conformance to the adopted Uniform Building Code and Municipal Code to ensure safe and habitable structures within the City. The Building Division inspection services help to ensure conformance to the adopted codes and adherence to the approved construction plans. Building staff is also a valuable resource to the community and City staff for building, fire, plumbing, electrical, mechanical, State and Federal-related code questions, interpretations and guidance.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

DEPARTMENT MANAGER–COMMUNITY DEVELOPMENT DIRECTOR

DEPARTMENT MISSION STATEMENT

To provide land use, building development, neighborhood protection, economic development and environmental policy services.

DEPARTMENT FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes. (M 1)
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission.
- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings.
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner.
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Manage and coordinate the Corporate Visitation Program.
- Retain existing businesses and attract new businesses throughout the City. (M 2)
- Provide staff support to the Downtown Committee and the Visual Arts Committee.
- Manage affordable housing programs that include the Below Market Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs.
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal regulations. (M 3)
- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with community service goals. (M 4, 5)

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Ensure quality development that is sensitive to community goals and consistent with City standards.
- Continue to streamline the development review process.
- Continue the City's General Plan update process.
- Complete a new Housing Element (2007-2014) update.
- Process the Master Plan and development permits for the South Whisman area.
- Process a Precise Plan amendment and development project for the San Antonio Center.
- Process a rezoning and development project for a proposed 64-unit project at 333 North Rengstorff Avenue.
- Coordinate private development from design review through construction, including the following major projects:
 - 575 East Middlefield Road (Verisign; 101,760 square foot office building)
 - 3119 Grant Road (53 homes)
 - 1855 Miramonte Avenue (Villa Siena redevelopment)
 - 1136 Miramonte Avenue (South Bay Christian—59 units)
 - 100 Mayfield Avenue (436 units)
 - 1950 Colony Street (108 rowhouses)
 - 505 East Evelyn Avenue (151 rowhouses)
 - 1079 Marilyn Drive (Satake—30 single-family homes)
 - 135 Franklin Street (51 affordable housing units)
 - 100-200 West Evelyn Avenue
 - 2215 Rock Street (Rockwell Homes, 20 rowhouses)
 - 455 San Antonio Road (mix-use commercial)
 - 455 West Evelyn Avenue (Prometheus)
 - 871 West Evelyn Avenue (downtown office)
 - 369 North Whisman TOD
 - 331 Fairchild Drive (81,231 square foot office)
 - 690 East Middlefield Road (340,000 square foot office)
 - 625-685 Clyde Avenue (192,800 square foot office)
 - 1905 El Camino Real West (Walgreens)
 - 1984 El Camino Real West (mixed-use retail/residential)
 - 445 Calderon Avenue (cohousing project)
 - 2545 West Middlefield Road (rowhouse project with retail)
 - 1991 Sun-Mor Avenue (residential subdivision)
- Support code enforcement efforts.
- Begin preparing the specifications requirements for a request for proposal for an enterprise-wide planning system.
- Process Precise Plan amendment and development project at 2051 North Shoreline Boulevard for new 70,000 square foot office building.

COMMUNITY DEVELOPMENT DEPARTMENT SUMMARY

- Develop a streamlined, comprehensive review and enforcement process for downtown sidewalk cafés in coordination with Economic Development, Code Enforcement, the Fire Department and the Community Services Department.
- Amend the Zoning Ordinance to improve organization and clarify or correct inconsistencies and ambiguities.
- Consider an extension to the Downtown Revitalization District for one year or potentially longer term (or develop a plan for the expiration of the District, as appropriate, depending on the outcome of considering an extension).
- Continue implementation of the economic development strategies.
- Implement transition plan and complete the various studies and projects approved by the City Council prior to the expiration of the Downtown Revitalization Authority in April 2011.
- Continue support of the Downtown Committee and downtown initiatives, including continuation of a downtown retail recruitment and marketing strategy for the redevelopment of downtown City-owned properties.
- Complete the execution of the DDA and ground lease for the Charleston East site.
- Continue to manage the required legal documents, monitoring and tenant selection process for the family housing development on the City's downtown Evelyn Avenue property.
- Evaluate the effectiveness of the homebuyer's assistance program for Mountain View public employees.
- Continue to implement the Neighborhood Preservation Strategy by managing the Council Neighborhoods Committee's Neighborhood Grant Program, neighborhood meetings and neighborhood networking event.
- Develop a Green Building Ordinance.

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Planning:					
1. Percent of time that staff analysis and recommendation on General Plan or rezoning applications are completed within the established schedule	>80%	100%	>80%	78% ^(A)	>80%
Economic Development:					
2. Number of contacts with businesses interested in relocating or expanding in Mountain View	50	50	50	50	50
Neighborhood Preservation:					
3. Percent of Federally funded contracts carried out in compliance with City and Federal requirements	100%	100%	100%	100%	100%

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Building Inspection:					
4. Percent of time where City provides 24-hour building inspection response for those inspection requests received by 3:00 p.m. on weekdays	>95%	100%	>95%	100%	>95%
5. Percent of time that City meets five-day turnaround plan check for all Fast Track submittals that meet building inspection criteria	>90%	93%	>90%	98%	>90%

^(A) Two schedules were extended: 455 West Evelyn Avenue (Prometheus) and the General Plan update.

EMB/BUD
LHP-815-01^

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Community Development Director	1	1	1
Asst. Comm. Dev. Dir/ Economic Dev. Mgr.	1	1	1 *3
Planning Manager	1	1	1
Administrative & Neighborhood Svcs Manager	1	1	1
Chief Building Official	1	1	1
Zoning Administrator	1	1	1
Principal Planner	1	1	1
Deputy Zoning Administrator	1	1	1
Business Development Specialist	1	1	1
Senior Building Inspector	2	2	2
Senior Planner	7	7 *2	7 *2
Building Inspector I/II	4	4	4
Asst/Associate Planner	3	3	3
Administrative Aide	1	1	1
Permit Technician	2	2	2
Executive Assistant	1	1	1
Secretary	3	3	3
Office Assistant I/II	1	1	1
Total Permanent	33	33	33
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	33 *1	33 *1	33 *1

*1 In addition there is a limited-period Senior Planner position for the duration of the General Plan update.

*2 Unfunded two Senior Planner positions.

*3 Mid year reclassification of the Economic Development Manager position to Assistant Community Development Director/
Economic Development Manager.

DEPARTMENT PROGRAMS	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Community Development Administration	\$ 478,773	510,727	482,742
Planning	1,616,732	2,086,072	1,987,943
Economic Development	818,845	911,062	1,553,597
Neighborhood Preservation	1,091,451	5,119,356	10,012,113
Building Inspection	1,926,554	2,339,902	2,311,522
	\$ 5,932,355	10,967,119	16,347,917

**COMMUNITY DEVELOPMENT
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 3,957,195	4,420,397	4,386,036
Supplies and Other Services	1,785,965	6,418,322	11,833,481
Capital Outlay	2,329	0	0
Interfund Expenditures	186,866	128,400	128,400
TOTAL EXPENDITURES	<u>\$ 5,932,355</u>	<u>10,967,119</u>	<u>16,347,917</u>

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 2,336,826	2,684,276	2,600,789
General Non-Operating	67,432	150,163	155,163
Building Services	1,926,555	2,339,902	2,311,522
Below Market Rate Housing	245,283	2,397,541	4,776,537
Revitalization Authority	221,265	253,582	876,475
Housing Set-Aside	119,240	226,012	2,533,990
Parking District No.2	270,037	332,618	320,441
Grants	474,214	2,212,873	2,417,312
Shoreline Reg Park Community	271,503	370,152	355,688
TOTAL FUNDING	<u>\$ 5,932,355</u>	<u>10,967,119</u>	<u>16,347,917</u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses & Permits	\$ 1,660,294	1,649,971	2,132,270
Rents and Leases	0	0	0
Federal Intergovernmental Revenue	606,894	1,155,146	2,413,490
General Service Charges	1,923,108	1,775,430	1,887,850
Miscellaneous Revenue	44,536	50,000	50,000
TOTAL REVENUES	<u>\$ 4,234,832</u>	<u>4,630,547</u>	<u>6,483,610</u>

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COMMUNITY DEVELOPMENT—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNITY DEVELOPMENT DIRECTOR

PROGRAM MISSION STATEMENT

To provide policy and program direction, general management and support to planning, economic development, neighborhood preservation and building inspection, and implement policies established by the City Council and City administration.

PROGRAM FUNCTIONS

- Provide effective communication and coordination regarding planning issues to citizens, City Council, Environmental Planning Commission, Downtown Committee, Council Neighborhoods Committee and City departments.
- Establish and track goals, objectives, performance measures and priorities for each division within Community Development.
- Assure high performance standards and service levels to the public.
- Provide for effective interdepartmental and intradepartmental coordination.
- Develop and monitor the department budget.
- Promote department staff training and professional development.
- Maintain complete and accurate department records.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Ensure quality development that is sensitive to community goals and consistent with City standards.
- Continue to streamline the development review process.
- Continue efforts to improve public service and public information through the Development Services Center.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Transfer Administrative Support to the Building Division:

(\$24,500)

This is an internal realignment of staffing to provide more support to Building Division administrative functions, freeing up other Building Division personnel to focus on service delivery and cross-training. *Impact: Aligns resources where needed.*

EMB/BUD/LHP-815-02^

**COMMUNITY DEVELOPMENT - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2009-10 PROPOSED</u>
Community Development Director	1	1	1
Administrative Aide	1	1	0.75 *1
Executive Assistant	1	1	1
Total Permanent	<u>3</u>	<u>3</u>	<u>2.75</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u><u>3</u></u>	<u><u>3</u></u>	<u><u>2.75</u></u>

*1 Transferred 0.25 Administrative Aide position to the Building Program.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 395,429	427,908	399,923
Supplies and Other Services	83,344	82,819	82,819
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u><u>\$ 478,773</u></u>	<u><u>510,727</u></u>	<u><u>482,742</u></u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Service Charges	\$ 205	0	0
Miscellaneous Revenue	100	0	0
TOTAL REVENUES	<u><u>\$ 305</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

**COMMUNITY DEVELOPMENT - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 278,137	322,647	304,589
Wages	29,050	0	0
Benefits	88,242	105,261	95,334
	<u>\$ 395,429</u>	<u>427,908</u>	<u>399,923</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 43,377	43,468	43,468
Maintenance and Operations	168	286	286
Utilities	4,274	0	0
Professional/Technical Svcs	14,250	7,200	7,200
Other Expenses	21,275	31,865	31,865
	<u>\$ 83,344</u>	<u>82,819</u>	<u>82,819</u>

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COMMUNITY DEVELOPMENT—PLANNING PROGRAM SUMMARY

PROGRAM MANAGER—PLANNING MANAGER

PROGRAM MISSION STATEMENT

To ensure quality development within our community by planning for and implementing long-term community land use and development objectives and by reviewing and approving projects that conform to City development regulations and are appropriate for the community.

PROGRAM FUNCTIONS

- Respond promptly to individual applications or Environmental Planning Commission/City Council-initiated General Plan and Zoning Ordinance amendments and precise plan changes.
- Provide support for the comprehensive planning efforts of citizens, City Council and the Environmental Planning Commission.
- Provide timely, professional assistance with the review of proposed subdivision applications and development applications for Development Review Committee and Zoning Administrator hearings.
- Provide zoning and planning information to the public in a timely, complete, accurate and courteous manner.
- Provide a foundation for long-range planning activities by maintaining comprehensive data bases on land use, demographics and economics.
- Interpret the Zoning Ordinance in a fair and consistent manner.
- Maintain the General Plan as the primary, long-range foundation for City planning policy decisions.
- Ensure appropriate City participation and representation in regional planning efforts.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Ensure quality development that is sensitive to community goals and consistent with City standards.
- Continue to streamline the development review process.
- Continue the City's General Plan update process.
- Complete a new Housing Element (2007-2014) update.
- Process the Master Plan and development permits for the South Whisman Area.
- Process a Precise Plan amendment and development project for the San Antonio Center.
- Process a rezoning and development project for a proposed 64-unit project at 333 North Rengstorff Avenue.

COMMUNITY DEVELOPMENT—PLANNING PROGRAM SUMMARY

- Coordinate private development from design review through construction, including the following major projects:
 - 575 East Middlefield Road (Verisign; 101,760 square foot office building)
 - 3119 Grant Road (53 homes)
 - 1855 Miramonte Avenue (Villa Siena redevelopment)
 - 1136 Miramonte Avenue (South Bay Christian—59 units)
 - 100 Mayfield Avenue (436 units)
 - 1950 Colony Street (108 rowhouses)
 - 505 East Evelyn Avenue (151 rowhouses)
 - 1079 Marilyn Drive (Satake—30 single-family homes)
 - 135 Franklin Street (51 affordable housing units)
 - 100-200 West Evelyn Avenue
 - 2215 Rock Street (Rockwell Homes, 20 rowhouses)
 - 455 San Antonio Road (mix-use commercial)
 - 455 West Evelyn Avenue (Prometheus)
 - 871 West Evelyn Avenue (downtown office)
 - 369 North Whisman TOD
 - 331 Fairchild Drive (81,231 square foot office)
 - 690 East Middlefield Road (340,000 square foot office)
 - 625-685 Clyde Avenue (192,800 square foot office)
 - 1905 El Camino Real West (Walgreens)
 - 1984 El Camino Real West (mixed-use retail/residential)
 - 445 Calderon Avenue (cohousing project)
 - 2545 West Middlefield Road (rowhouse project with retail)
 - 1991 Sun-Mor Avenue (residential subdivision)
- Support code enforcement efforts.
- Begin preparing the specifications requirements for a request for proposal for an enterprise-wide planning system.
- Process Precise Plan Amendment and development project at 2051 North Shoreline Boulevard for new 70,000 square foot office building.
- Develop a streamlined, comprehensive review and enforcement process for downtown sidewalk cafés in coordination with Economic Development, Code Enforcement, the Fire Department and the Community Services Department.
- Amend the Zoning Ordinance to improve organization and clarify or correct inconsistencies and ambiguities.
- Continue weekly interdepartmental staff meetings to introduce and discuss development applications.
- Process General Plan and Precise Plan amendments and rezoning applications.
- Continue to update and improve division handouts and application materials for the Development Services Center, including the CEQA guidelines.

COMMUNITY DEVELOPMENT—PLANNING PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Resources for Planning Services: (\$100,000)

Reduces resources to support processing and analysis of development proposals, including specialized consulting services such as Development Review Committee architects, traffic consultants and Geographic Information Systems expertise.

Impact: Reduces resources that may be able to be compensated for; however, additional resources will likely be required if/when land development activity increases.

- General Non-Operating Fund:

Housing Element (Rebudget): \$150,200

Rebudgets the balance available to continue work on the Housing Element.

Impact: Allows for continuation of the Housing Element.

EMB/BUD
LHP-815-03^

**COMMUNITY DEVELOPMENT - PLANNING
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2009-10 PROPOSED</u>
Planning Manager	1	1	1
Zoning Administrator	1	1	1
Principal Planner	1	1	1
Deputy Zoning Administrator	1	1	1
Senior Planner	5	5 *2	5 *2
Asst/Associate Planner	3	3	3
Secretary	1	1	1
Total Permanent	13	13	13
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	13 *1	13 *1	13 *1

*1 In addition there is a limited-period Senior Planner position for the duration of the General Plan update.

*2 Unfunded two Senior Planner positions.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 1,414,190	1,571,609	1,573,480
Supplies and Other Services	200,213	514,463	414,463
Capital Outlay	2,329	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,616,732	2,086,072	1,987,943

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Service Charges	\$ 739,460	516,724	708,315 *1
Miscellaneous Revenue	215	0	0
TOTAL REVENUES	\$ 739,675	516,724	708,315

*1 Includes proposed fee increases of \$55,100.

**COMMUNITY DEVELOPMENT - PLANNING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,055,043	1,213,170	1,201,137
Wages	33,051	0	0
Benefits	326,096	358,439	372,343
	<u>\$ 1,414,190</u>	<u>1,571,609</u>	<u>1,573,480</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 2,107	9,500	9,500
Maintenance and Operations	0	0	0
Utilities	125	0	0
Professional/Technical Svcs	130,549	354,800	254,800 *3
Other Expenses	67,432 *1	150,163 *2	150,163 *4
	<u>\$ 200,213</u>	<u>514,463</u>	<u>414,463</u>

*1 Includes limited-period expenditures for the Housing Element.

*2 Includes limited-period funding of \$150,200 for the Housing Element (rebudget balance).

*3 Includes reduced funding of \$100,000 for planning consultants.

*4 Includes limited-period funding of \$150,200 for the Housing Element (rebudget balance).

COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT COMMUNITY DEVELOPMENT DIRECTOR/ECONOMIC DEVELOPMENT MANAGER

PROGRAM MISSION STATEMENT

To foster the City's continued economic health in order to maintain a desirable quality of life and a balanced community through a cooperative government atmosphere that helps businesses prosper and encourages businesses to become long-term partners in the community.

PROGRAM FUNCTIONS

- Manage and coordinate the Corporate Visitation Program.
- Retain existing businesses and attract new businesses throughout the City.
- Provide staff support to the Downtown Committee and the Visual Arts Committee.
- Help shape an economy with diverse employment choices.
- Secure revenues that support the community's quality of life.
- Foster public/private partnerships that promote community values and business success.
- Support and participate in State and regional economic development programs such as Caled, Joint Venture: Silicon Valley, Santa Clara County Leadership Group; continue coordination with local organizations such as the Chamber of Commerce; coordinate local economic development activities with regional programs; and maintain liaison with economic development functions in other local communities.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Consider an extension to the Downtown Revitalization District for one year or potentially longer term (or develop a plan for the expiration of the District, as appropriate, depending on the outcome of considering an extension).
- Continue implementation of the economic development strategies.
- Implement transition plan and complete the various studies and projects approved by the City Council prior to the expiration of the Downtown Revitalization Authority in April 2011.
- Continue support of the Downtown Committee and downtown initiatives, including continuation of a downtown retail recruitment and marketing strategy for the redevelopment of downtown City-owned properties.
- Complete the execution of the DDA and ground lease for the Charleston East site.
- Assist the City Manager's Office with Moffett Federal Airfield and NASA Ames research park and university associates.

COMMUNITY DEVELOPMENT—ECONOMIC DEVELOPMENT PROGRAM SUMMARY

- Work with the City Manager's Office and the Public Works Department on the use of City-owned properties to assist in accomplishing community economic development goals.
- Facilitate the attraction and retention of businesses in Mountain View.
- Support public art through the Visual Arts Committee.
- Establish and maintain high quality working relationships with major corporations in Mountain View and continue the Corporate Visit Program.
- Increase promotion and marketing efforts in the North Bayshore Area.
- Identify properties with potential to attract sales tax producers and use the City's land use authority to accommodate these uses.

MAJOR PROGRAM CHANGES

- Revitalization Authority:

Sunsetting Studies and Projects (Rebudget): \$625,000

Rebudgets the balance of funding available to continue with the studies and projects relating to the sunseting of the Revitalization Authority. *Impact: Provides resources to complete projects and studies.*

Thursday Night Live (Rebudget): \$37,700

Rebudgets the balance of funding available to continue Thursday Night Live events. *Impact: Continues Thursday Night Live events.*

Banners for Castro Street (Limited-Period): \$10,000

Provides limited-period funding to design, manufacture and replace the banners on the streetlight poles on Castro Street and near the Downtown Transit Center. Current banners are over three years old and are worn and tattered. *Impact: Maintains the appearance of the downtown.*

EMB/BUD
LHP-815-04^

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2009-10 PROPOSED</u>	
Asst. Comm. Dev. Dir/ Economic Dev. Mgr.	1	1	1	*1
Business Development Specialist	1	1	1	
Secretary	0.50	0.50	0.50	
Total Permanent	2.50	2.50	2.50	
Total Part-Time Hourly	0	0	0	
TOTAL POSITIONS	2.50	2.50	2.50	

*1 Mid year reclassification of the Economic Development Manager position to Assistant Community Development Director/
Economic Development Manager.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 424,293	445,801	431,389
Supplies and Other Services	286,152	356,861	1,013,808
Capital Outlay	0	0	0
Interfund Expenditures	108,400	108,400	108,400
TOTAL EXPENDITURES	\$ 818,845	911,062	1,553,597

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses & Permits	\$ 99,120	91,471	132,270
General Service Charges	157,460	158,606	158,606
Miscellaneous Revenue	43,078	0	0
TOTAL REVENUES	\$ 299,658	250,077	290,876

**COMMUNITY DEVELOPMENT - ECONOMIC DEVELOPMENT
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 307,575	341,433	333,230
Wages	14,808	0	0
Benefits	101,910	104,368	98,159
	<u>\$ 424,293</u>	<u>445,801</u>	<u>431,389</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 13,113	31,000	34,250
Maintenance and Operations	44,267	72,500	72,917
Utilities	54,312	61,300	61,300
Professional/Technical Svcs	139,154	148,700	159,733
Other Expenses	35,306 *1	43,361 *2	685,608 *3
	<u>\$ 286,152</u>	<u>356,861</u>	<u>1,013,808</u>

*1 Includes limited-period expenditures for the economic development strategy update, the economic development brochure update, and Thursday Night Live events.

*2 Includes limited-period funding of \$34,000 for Thursday Night Live events (rebudget balance).

*3 Includes limited-period fundings of \$625,000 for Revitalization sunseting studies and projects (rebudget balance), \$37,700 for Thursday Night Live events (rebudget balance) and \$10,000 for banners on Castro Street.

NOTES

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COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

PROGRAM MANAGER—ADMINISTRATIVE AND NEIGHBORHOOD SERVICES MANAGER

PROGRAM MISSION STATEMENT

To promote community participation, improve neighborhoods, facilitate the development of affordable housing and administer community programs.

PROGRAM FUNCTIONS

- Manage affordable housing programs that include the Below-Market-Rate (BMR) program, new affordable housing projects and oversight of Federally subsidized units.
- Provide staff support to the Council Neighborhoods Committee (CNC) and neighborhood programs.
- Assist the City Council in allocating CDBG/HOME funding and monitor the use of these funds in compliance with Federal regulations.
- Prepare and maintain a comprehensive plan for housing and services for low-income residents.
- Coordinate and monitor the City Volunteer Mediation Program.
- Encourage participation in the community by promoting neighborhood associations and other activities designed to increase community pride and appearance.
- Provide department administrative support in personnel recruitments, budget preparation, Council goals and performance measures.
- Provide public information on affordable housing, public services and neighborhood issues.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue to manage the required legal documents, monitoring and tenant selection process for the family housing development on the City's downtown Evelyn Avenue property.
- Evaluate the effectiveness of the homebuyer's assistance program for Mountain View public employees.
- Continue to implement the Neighborhood Preservation Strategy by managing the Council Neighborhoods Committee's Neighborhood Grant Program, neighborhood meetings and neighborhood networking event.
- Update the Affordable Housing Strategies and implement the Council's priorities for new affordable housing programs and projects.
- Implement high-priority actions in the new Housing Element.

COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

- Select an outside agency to assist in the administration of the Below-Market-Rate (BMR) program and monitor new development to ensure that the required BMR units or in-lieu payments are provided.
- Ensure that City Council-approved and CDBG/HOME-funded human service contracts and capital projects (16 to 18 annually) are carried out in compliance with City and Federal requirements.
- Carry out and monitor outreach activities to inform residents about subsidized housing availability and implement the City's affirmative marketing policy.

MAJOR PROGRAM CHANGES

- General Non-Operating Fund:

Employee Homebuyer Program (Limited-Period): \$5,000

Provides limited-period funding for materials and services related to the homebuyers program. *Impact: Provides resources for program.*

- Below-Market-Rate Housing (BMR) Fund:

Downtown Family Housing Project (Limited-Period): \$3,280,000

The Council reserved \$7.0 million in Below-Market-Rate (BMR) Housing and Housing Set-Aside funds for the affordable downtown family development. Council has already authorized approximately \$900,000 in predevelopment costs. It is anticipated \$6.1 million will be needed for development, \$3.3 million to come from Below-Market-Rate Housing funds, \$2.3 million to come from Housing Set-Aside funds and \$515,000 to come from Housing Impact Fees. The downtown project will be going to the City Council for final Council action in June. If the project is approved by Council and is successful in competing for a tax credit allocation in July, BMR and Housing Set-Aside funds will be used for the ground lease and project construction in Fiscal Year 2010-11. *Impact: Budgets resources for project.*

Employee Homebuyer Program (Rebudget): \$1,000,000

Provides limited-period funding for the employee homebuyer program approved by Council during Fiscal Year 2008-09. This fund will only be available to those employees whose income meets the median household income requirement. *Impact: Provides resources to implement the program.*

Downtown Family Housing Project—Predevelopment Costs (Rebudget): \$156,400

Rebudgets the balance available for predevelopment costs associated with the downtown family housing project. *Impact: Provides resources for predevelopment costs.*

COMMUNITY DEVELOPMENT—NEIGHBORHOOD PRESERVATION PROGRAM SUMMARY

Tenant Relocation Assistance (Rebudget): \$25,000

Rebudgets funding for tenant relocation assistance. *Impact: Rebudgets resources to continue tenant relocation assistance.*

Consolidated Plan (Fiscal Years 2011-2015) (Rebudget): \$20,400

Rebudgets the balance available for preparation of the Consolidated Plan for Fiscal Years 2011-2015 as required by the U.S. Office of Housing and Urban Development (HUD). *Impact: Provides resources to assist staff with preparation of Consolidated Plan (Fiscal Years 2011-2015).*

Employee Homebuyer Program (Limited-Period): \$20,000

Provides limited-period funding for materials and services related to the homebuyers program. *Impact: Provides resources for program.*

- Revitalization Housing Set-Aside Fund:

Downtown Family Housing Project (Limited-Period): \$2,325,000

See description above.

Downtown Family Housing Project—Predevelopment Costs (Rebudget): \$90,600

Rebudgets the balance available for predevelopment costs associated with the downtown family housing project. *Impact: Rebudgets the balance of resources to continue affordable housing predevelopment work.*

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LHP-815-06^

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2009-10 PROPOSED</u>
Administrative & Neighborhood Svcs Mgr	1	1	1
Senior Planner	2	2	2
Secretary	0.50	0.50	0.50
Total Permanent	3.50	3.50	3.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>3.50</u>	<u>3.50</u>	<u>3.50</u>

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 515,191	555,532	545,077
Supplies and Other Services	531,533	4,563,824	9,467,036
Capital Outlay	0	0	0
Interfund Expenditures	44,727 *1	0	0
TOTAL EXPENDITURES	<u>\$ 1,091,451</u>	<u>5,119,356</u>	<u>10,012,113</u>

*1 Includes fund transfer for ?? Project

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Federal Intergovernmental Revenue	\$ 606,894	1,155,146	2,413,490
Miscellaneous Revenue	143	50,000	50,000
TOTAL REVENUES	<u>\$ 607,037</u>	<u>1,205,146</u>	<u>2,463,490</u>

**COMMUNITY DEVELOPMENT - NEIGHBORHOOD PRESERVATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 399,565	437,029	420,731
Wages	522	0	0
Benefits	115,104	118,503	124,346
	<u>\$ 515,191</u>	<u>555,532</u>	<u>545,077</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 15,139	20,434	33,930
Maintenance and Operations	0	65	65
Utilities	0	0	0
Professional/Technical Svcs	484,963	2,595,448 *1	2,488,663
Other Expenses	31,431	1,947,877 *2	6,944,378 *3
	<u>\$ 531,533</u>	<u>4,563,824</u>	<u>9,467,036</u>

*1 Includes increased funding of \$150,000 for contribution to the Housing Trust in FY09-10 and includes rebudget of \$150,000 for contribution to the Housing Trust for FY08-09.

*2 Includes limited-period fundings of \$1.0 million for the employee homebuyer program, \$484,600 for downtown family housing project architectural services (rebudget balance), \$184,000 for downtown family housing project pre-development costs (\$124,000 rebudget balance), \$105,600 for affordable housing projects pre-development costs (rebudget balance), \$91,700 for tenant relocation assistance (rebudget balance) and \$60,000 for the Consolidated Plan.

*3 Includes limited-period fundings of \$5.6 million for the downtown family housing project, \$1.0 million for the employee homebuyer program (rebudget), \$247,000 for the downtown family housing project pre-development costs (rebudget balance), \$25,000 for tenant relocation assistance (rebudget), \$25,000 for the employee homebuyer program administration, and \$20,400 for the Consolidated Plan (rebudget balance).

NOTES

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COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

PROGRAM MANAGER—CHIEF BUILDING OFFICIAL

PROGRAM MISSION STATEMENT

To safeguard the health, safety and welfare of the community by enforcing applicable Building Codes, Fire Codes and ordinances and furnishing building-related technical support and service.

PROGRAM FUNCTIONS

- Maintain the efficiency of the City's plan review and permit system and building fire life safety inspection elements of the City's development review process, while integrating the requirements of City departments and other public agencies with the community service goals.
- Create and maintain programs and procedures that provide the highest level of customer service.
- Provide clear, accurate and timely building and fire life safety related information to the City Council, developers, business community, citizens and City staff.
- Ensure that user fees accurately reflect the cost of building and fire inspection services.
- Protect the public safety and welfare of the community by ensuring all buildings substantially comply with all applicable codes, ordinances and laws.
- Check building and fire life safety system plans in a timely manner for conformance with applicable codes, ordinances and laws.
- Monitor permit applicants' qualifications and insurance coverage.
- Develop and maintain productivity and professionalism for division personnel through continuous training and participation in code enforcement and professional organizations.
- Increase knowledge base amongst staff to achieve reliance in resolving complicated technical issues.
- Provide required reports to City departments, County, State and Federal agencies.
- Provide technical assistance and construction inspection support on capital improvement projects.
- Provide technical and regulatory enforcement support for the City's code enforcement policies and efforts.

COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Manage development activity to ensure quality development that is sensitive to community goals and consistent with City standards, by continuing to monitor workload levels and the organizational development review process.
- Coordinate private development from design review through construction, including the following major projects:
 - 575 East Middlefield Road (Verisign; 101,760 square foot office building)
 - Google tenant improvements to various commercial buildings
 - 1855 Miramonte Avenue (Villa Siena redevelopment)
 - 1136 Miramonte Avenue (South Bay Christian—59 units)
 - 100 Mayfield Avenue (436 units)
 - 1950 Colony Street (108 rowhouses)
 - 505 East Evelyn Avenue (151 rowhouses)
 - 1079 Marilyn Drive (Satake—30 single-family homes)
 - 135 Franklin Street (51 affordable housing units)
 - 100-200 West Evelyn Avenue
 - 2215 Rock Street (Rockwell Homes, 20 rowhouses)
 - San Antonio Center (300+ mix-use commercial)
 - 2195 North Shoreline Boulevard—Fire Station No. 5
 - 455 West Evelyn Avenue (Prometheus)
- Support code enforcement efforts.
- Develop a Green Building Ordinance.
- Continue to develop and monitor reports based on MVPS to better assess and improve turnaround in plan check, inspections and permit processing.
- Maintain Internet-based E-permit system, including in-house management of the web hosting functions for e-permit.
- Assist with implementation of new permit tracking software.
- Maintain the building inspection web site as a public access system to City building and fire inspection services.
- Support regional efforts to streamline and standardize the development review and code enforcement process as part of the State's 2009 code adoption and amendment process.
- Develop enhancements and improvements in the administrative process, public information systems and customer service delivery levels in the Development Services Center.
- Manage, develop and implement enhancements to current Building Division systems and processes to improve correct levels of customer service, communication and delivery of services to the public and business community.

COMMUNITY DEVELOPMENT—BUILDING INSPECTION PROGRAM SUMMARY

- Increase interaction with key community stakeholders in the development process by holding workshops and training sessions.
- Update the policy and procedures manual and create new forms.

MAJOR PROGRAM CHANGES

- General Fund—Building Services:

Transfer Administrative Support from the General Operating Fund: \$24,500

This is an internal realignment of staffing to provide more support to Building Division administrative functions, allowing other Building Division personnel to focus on service delivery and cross-training. *Impact: Aligns resources where needed.*

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LHP-815-07^

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2009-10 PROPOSED</u>
Chief Building Official	1	1	1
Senior Building Inspector	2	2	2
Building Inspector I/II	4	4	4
Administrative Aide	0	0	0.25 *2
Permit Technician	2	2	2
Secretary	1	1	1
Office Assistant I/II	1	1	1
Total Permanent	11	11	11.25
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	11 *1	11 *1	11.25 *1

*1 In addition, there are two Fire Protection Engineer positions budgeted in the Fire Department, but located in the Building Inspection Division.

*2 Transferred 0.25 Administrative Aide position from the Administration Program.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 1,208,092	1,419,547	1,436,167
Supplies and Other Services	684,723	900,355	855,355
Capital Outlay	0	0	0
Interfund Expenditures	33,739	20,000	20,000
TOTAL EXPENDITURES	\$ 1,926,554	2,339,902	2,311,522

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses & Permits	\$ 1,561,174	1,558,500	2,000,000
General Service Charges	1,025,983	1,100,100	1,020,929
Miscellaneous Revenue	1,000	0	0
TOTAL REVENUES	\$ 2,588,157	2,658,600	3,020,929

**COMMUNITY DEVELOPMENT - BUILDING INSPECTION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 888,002	1,061,743	1,037,057
Wages	0	0	0
Benefits	320,090	357,804	399,110
	<u>\$ 1,208,092</u>	<u>1,419,547</u>	<u>1,436,167</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 26,330	29,500	29,500
Maintenance and Operations	18,302	42,000	42,000
Utilities	2,262	20,000	20,000
Professional/Technical Svcs	629,486	750,000 *1	750,000
Other Expenses	8,343	58,855 *2	13,855
	<u>\$ 684,723</u>	<u>900,355</u>	<u>855,355</u>

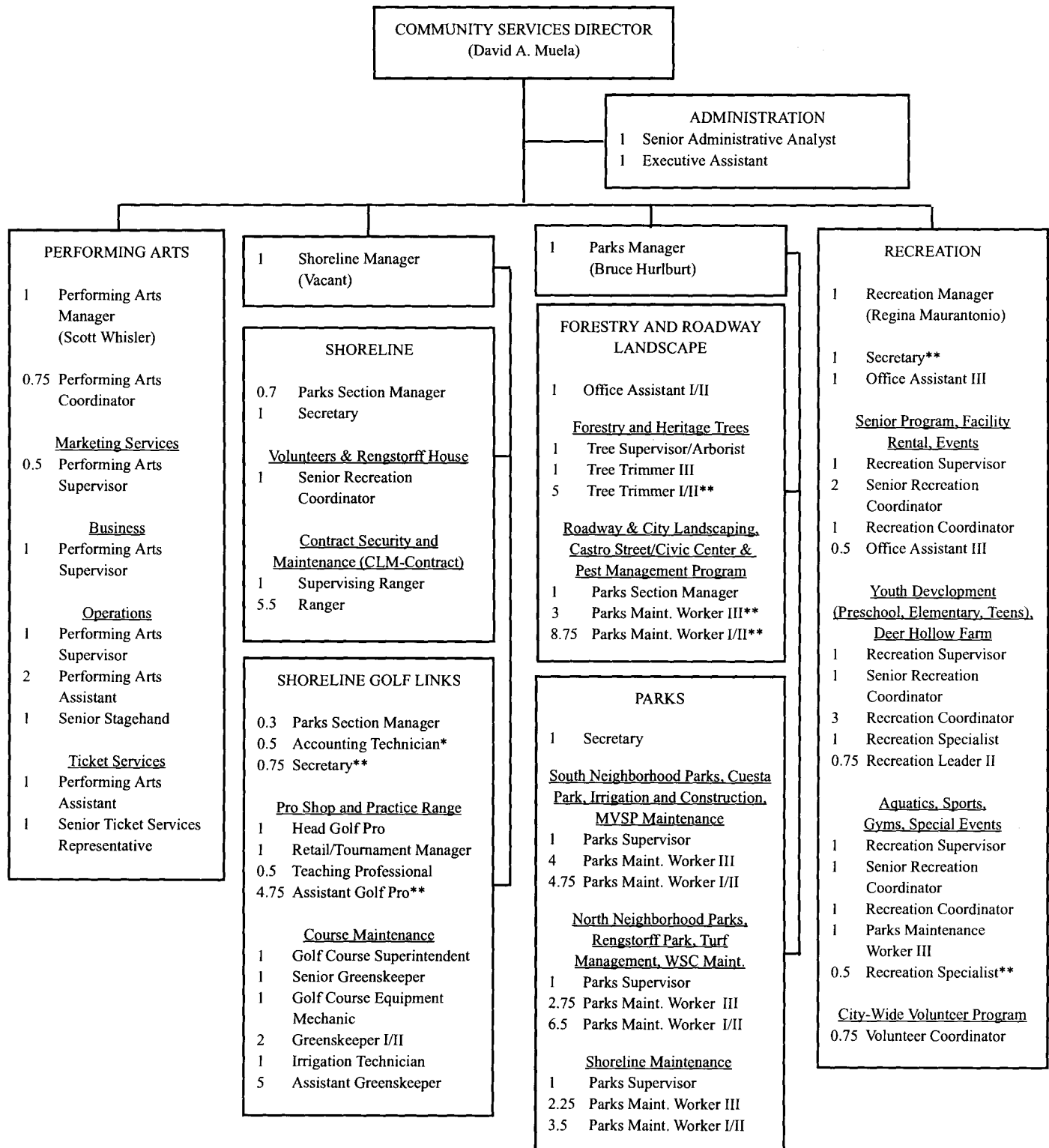
*1 Includes reduced funding of \$715,000 for outside planchecking/building services.

*2 Includes limited-period funding of \$45,000 for contract services (rebudget).

NOTES

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COMMUNITY SERVICES DEPARTMENT



FISCAL YEAR 2010-11 POSITION TOTALS: 95.0 Full-Time
9.75 Permanent Part-Time
6.50 Contract

* Located in the Finance and Administrative Services Department but budgeted in the Community Services Department.

** Unfunded 1.75 Assistant Golf Pro, 1.25 Secretary, 1.0 Tree Trimmer I/II, 1.0 Parks Maintenance Worker III, 1.0 Parks Maintenance Worker I/II and 0.5 Recreation Specialist positions.

COMMUNITY SERVICES DEPARTMENT

The Community Services Department is responsible for the programming and operation of the Mountain View Center for the Performing Arts; for the continued development and operation of commercial and recreational activities at the City's 750-acre Shoreline at Mountain View regional park; for the maintenance and operation of Shoreline Golf Links and of Stevens Creek Trail; for the maintenance of City-owned parks, roadway landscaping and street trees; and for delivery of recreation programs and services that make Mountain View a better place to live now and in the future.

ADMINISTRATION

Administration is responsible for the management of the Community Services Department.

PERFORMING ARTS DIVISION

Performing Arts is responsible for the management and operation of the Mountain View Center for the Performing Arts—a three-theater performing arts complex owned by the City. The Center and its staff service an active schedule of performances with a balanced mix of community and regional artists. The Center provides a well-maintained and equipped facility; technical service support; computerized ticket sales operation; marketing and publication support; house management; and a volunteer usher corps for all performances.

SHORELINE DIVISION

The Shoreline Division is responsible for the operations, preservation and enhancement of environmental areas within Shoreline at Mountain View; rental and operations of the historic Rengstorff House; regulatory permits relating to open space and marsh restoration; management of commercial leases; park-related capital improvement projects; and oversight of the City-wide Park Ranger Program, including patrol of Stevens Creek Trail.

SHORELINE GOLF LINKS DIVISION

Shoreline Golf Links is the City's 18-hole golf course, open for group and individual play 364 days a year.

The Shoreline Golf Links Division is responsible for the operation and maintenance of the course, booking reservations and starting times; collecting and accounting for all fees charged at the course; renting and servicing golf cars; retail sales; operating and maintaining the practice range; and maintaining the golf course (irrigation, mowing, fertilizing, aerating and associated cultural practices).

FORESTRY AND ROADWAY LANDSCAPE DIVISION

The Forestry and Roadway Landscape Division is responsible for maintaining the landscape on roadways, medians, overpasses and all nonpark City-owned lands; managing the Urban Forestry Program, which includes maintenance of street trees (including those in parks); and enforcement of the City's Heritage Tree Ordinance. Division personnel are responsible for maintenance of 120.3 acres of roadway landscape and 28,000 trees. In addition to these responsibilities, division personnel maintain 12 acres in the downtown area consisting of Castro Street, Civic Center, Centennial Plaza and Transit Center and administers an Integrated Pest Management Program.

PARKS DIVISION

The Parks Division is responsible for maintaining the City's landscape investment at City facilities, at 35 urban parks (165.3 acres) and 5.75 miles of pedestrian trail along Stevens Creek, Hetch-Hetchy Trail, Whisman Transit-Oriented Development Trail; 750 acres of Shoreline park; 98 acres of other regional open space and supporting community recreational open space needs.

COMMUNITY SERVICES DEPARTMENT (CONT.)

RECREATION DIVISION

Recreation provides activities to facilitate social/community connections, advance lifelong learning and promote healthy lifestyles.

Activities, classes and events are held at Cuesta and Rengstorff District Parks, Crittenden and McKelvey Athletic Fields, Deer Hollow Farm, Mountain View Sports Pavilion, Whisman Sports Center, Graham Sports Complex, Community Center, Senior Center, Teen Center, Eagle and Rengstorff Pools, historic Adobe Building and various other park areas and school sites.

Program areas include: aquatics; adult and youth sports; seniors; cultural arts; preschool; elementary and teens; youth development; environmental education; community gardens; volunteers; coordination of Downtown Parade, Tree Lighting, Halloween Family Festival, Yard Sale and summer concerts; reservations of buildings, facilities and BBQ areas; and facilitation of special events.

COMMUNITY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER—COMMUNITY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To create community through people, parks and programs; provide recreational experiences; promote health and wellness; foster human development; protect environmental and open space resources; strengthen security and safety; support economic growth; facilitate community problem-solving; and strengthen community image and sense of place.

DEPARTMENT FUNCTIONS

- Assure that services provided are responsive to community needs.
- Analyze the department's services to assure they are provided in a cost-effective manner.
- Provide access to Performing Arts facilities and provide quality service for clients/licensees.
- Provide entertainment opportunities for Center for the Performing Arts patrons.
- Provide education and outreach opportunities to the community.
- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use in the Shoreline area.
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, roadway/landscaped areas, turf areas and facilities in the Shoreline and North Bayshore areas.
- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses. (M 1)
- Provide golfing customers an enjoyable golfing experience, including enhanced playing conditions and high levels of customer service.
- Manage Urban Forestry Program, including maintenance of street and park trees and enforcement of the Heritage Tree Ordinance.
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians, roadways, vacant land and public facilities. (M 2, 3)
- Conduct safety inspections of all park and playground areas and equipment.
- Provide or facilitate scheduling of youth, adult and older adult recreation activities, sports, classes, events and facility rental based on community preferences at the Community Center, Senior Center, Teen Center, Mountain View Sports Pavilion, Whisman Sports Center, Graham Sports Complex, historic Adobe Building as well as various park areas and school sites. (M 4, 5)
- Provide environmental education classes and camps at Deer Hollow Farm.

COMMUNITY SERVICES DEPARTMENT SUMMARY

- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools.
- Coordinate City-wide volunteer program and establish effective partnerships with community-based organizations. (M 6)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Assess the Rengstorff Avenue/California Street neighborhood to look at the state of walkability and lighting, safety, park use (and pedestrian access) for families and the existing Community Center in conjunction with the City Manager's Office and the Public Works Department.
- Continue City-wide succession planning effort as applicable.
- Assist with the design of athletic fields at Shoreline at Mountain View 12-acre site in conjunction with the Public Works Department.
- Monitor and evaluate operational use of recycled water and maintain current aesthetics and plant health.
- Assist with the construction of the Permanente Creek Pedestrian/Bicycle Trail over Highway 101 and under Old Middlefield Way in conjunction with the Public Works Department.
- Assist with the Permanente Creek Trail/Charleston Road undercrossing feasibility study in conjunction with the Public Works Department.
- Evaluate alternative operating/financial models for Shoreline Golf Links in conjunction with the City Manager's Office and the Finance and Administrative Services Department.
- Assist with the development of the Rengstorff Park Master Plan in conjunction with the Public Works Department.
- Assist with the construction of Mariposa/West Dana Park in conjunction with the Public Works Department.
- Assist with the construction of Del Medio Park in conjunction with the Public Works Department.
- Assist with the design and construction of the Stevens Creek Trail Dale/Heatherstone pedestrian overpass in conjunction with the Public Works Department.
- Assist with the development of an updated Youth Master Plan in conjunction with the City Manager's Office.
- Maintain constructive activities for youth (including after-school activities, summer school, Teen Center programs and expanded Support Center activities) with emphasis on accessible school- and neighborhood-based programs that increase collaboration with school districts and nonprofits to provide expanded after-school programs.
- Implement Recreation Cost-Recovery Policy goals as approved by the City Council.

COMMUNITY SERVICES DEPARTMENT SUMMARY

- Monitor the Recreation Plan action steps, cost analysis and performance measures for Years 1 to 3 in conjunction with the Parks and Recreation Commission.
- Expand positive activities for youth.

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Shoreline Golf Links:					
1. Percentage of golf rounds played versus course capacity (84,000 rounds)	>90%	88% ^(A)	>90%	60%	>78% ^(B)
Forestry:					
2. Average maintenance cost per landscaped median acre	<\$8,500	\$7,295	<\$8,500	\$5,977	<\$8,500
Parks:					
3. Average maintenance cost per park acre (not including Shoreline park)	<\$15,000	\$13,810	<\$15,000	\$10,884	<\$15,000
Recreation:					
4. Percentage of class registrations completed on-line (net, not including golf, tennis, drop-in or lap swim)	>25%	19% ^(C)	>25%	30%	>25%
5. Number of facility rental permits issued/individual bookings (uses) (includes group BBQ areas, Adobe, Community Center, Senior Center, gyms, athletic fields)	1,100/ 9,000	1,977/ 14,087 ^(D)	1,800/ 10,000	1,455/ 7,057	1,800/ 10,000
6. City-wide volunteer time staffing equivalent	15 FTE	19 FTE ^(E)	15 FTE	15.3 FTE ^(E)	15 FTE

^(A) Rounds of golf have decreased as a result of the downturn in the economy.

^(B) Performance Measure changed to "Percent of **paid** golf rounds played versus course capacity (84,000 rounds)."

^(C) On-line registration began in the second quarter, December 1, 2008. The department is working on improving the on-line registration process; percentage is expected to increase by the fall/winter quarters in Fiscal Year 2009-10.

^(D) New performance measure for Fiscal Year 2008-09 and targets have been increased in Fiscal Year 2009-10.

^(E) Increase in volunteer hours attributed to a higher unemployment rate.

RM/BUD
LHP-234-01^

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Community Services Director	1	1	1
Assistant Community Services Director	1	0 *2	0
Shoreline Manager	0	1 *2	1
Performing Arts Manager	1	1	1
Parks Manager	1	1	1
Recreation Manager	1	1	1
Performing Arts Supervisor	2.50	2.50	2.50
Parks Section Manager	2	2	2
Tree Supervisor/Arborist	1	1	1
Parks Supervisor	3	3	3
Golf Course Superintendent	1	1	1
Head Golf Professional	1	1	1
Performing Arts Coordinator	0.75	0.75	0.75
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	5	5	5
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.75	4.75	5 *5
Retail/Tournament Manager	1	1	1
Tree Trimmer III	1	1	1
Tree Trimmer I/II	5	5	5 *3
Parks Maintenance Worker III	13	13	13 *3
Parks Maintenance Worker I/II	23.50	23.50 *3	23.50 *3
Senior Greenskeeper	1	1	1
Golf Course Equipment Mechanic	1	1	1
Greenskeeper I/II	2	2	2
Irrigation Technician	1	1	1
Teaching Professional	0.50	0.50	0.50
Assistant Golf Professional	4.75	4.75 *3	4.75 *3
Assistant Greenskeeper	5	5	5
Senior Administrative Analyst	1	1	1
Accounting Technician	0.50	0.50	0.50
Executive Assistant	1	1	1
Secretary	3.75	3.75 *3	3.75 *3
Office Assistant III	1.50	1.50	1.50
Office Assistant I/II	1	1	1
Performing Arts Assistant	3	3	3
Recreation Specialist	1.50	1.50 *3	1.50 *3
Senior Stagehand	1	1	1
Senior Ticket Service Representative	1	1	1
Recreation Leader II	0.75	0.75	0.75
Total Permanent	104.50	104.50	104.75
Total Part-Time Hourly	45.25	44.84 *4	44.85
TOTAL POSITIONS	149.75 *1	149.34 *1	149.60 *1

Notes for position changes on top of next page.

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

Notes for position changes:

*1 In addition, there are 6.5 Ranger positions provided by contract.

*2 Reclassified the Assistant Community Services Director position to Shoreline Manager.

*3 Unfunded one Parks Maintenance Worker I/II, 1.75 Assistant Golf Professional, 0.25 Secretary and 0.50 Recreation Specialist positions for Fiscal Year 2009-10 and in addition, unfunded one Tree Trimmer I/II, one Parks Maintenance Worker III and one Secretary positions for Fiscal Year 2010-11.

*4 Reduced hours.

*5 Reclassified 0.75 Recreation Coordinator position to full-time.

<u>DEPARTMENT PROGRAMS</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Community Services Administration	\$ 616,652	604,661	590,957
Performing Arts	1,212,041	1,179,956	1,210,795
Shoreline	874,824	1,260,635	1,201,402
Shoreline Golf Links	3,047,656	3,370,945	3,292,579
Forestry and Roadway Landscape	2,559,664	3,074,670	2,882,878
Parks	4,399,571	4,609,602	4,671,464
Recreation	3,549,102	3,965,189	3,805,646
	<u>\$ 16,259,510</u>	<u>18,065,658</u>	<u>17,655,721</u>

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 11,411,937	12,561,093	12,303,424
Supplies and Other Services	4,367,603	4,986,065	4,861,497
Capital Outlay	77,544	45,000	6,300
Interfund Expenditures	402,426	473,500	484,500
TOTAL EXPENDITURES	<u>\$ 16,259,510</u>	<u>18,065,658</u>	<u>17,655,721</u>

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 11,301,209	12,231,077	11,916,074
General Non-Operating	36,823	83,530	18,300
Shoreline Golf Links	3,047,657	3,370,945	3,292,579
Shoreline Regional Park Community	1,873,821	2,380,106	2,428,768
TOTAL FUNDING	<u>\$ 16,259,510</u>	<u>18,065,658</u>	<u>17,655,721</u>

**COMMUNITY SERVICES
DEPARTMENT SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Fines & Forfeitures	\$ 2,000	1,000	3,000
Rents & Leases	608,929	544,618	574,778
Local Intergovernmental Revenue	49,217	65,000	79,083
Recreation Service Charges	1,063,162	1,195,880	1,607,527
Golf Course Service Charges	3,174,852	3,214,943	3,158,082
General Service Charges	244,708	221,249	305,821
Miscellaneous Revenue	600,372	467,405	533,615
Interfund Revenue Transfers	111,000	55,000	55,000
TOTAL REVENUES	<u>\$ 5,854,240</u>	<u>5,765,095</u>	<u>6,316,906</u>

COMMUNITY SERVICES—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—COMMUNITY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide leadership and management to the Community Services Department's divisions in support of their efforts to provide quality recreational experiences; promote health and wellness; foster human development; protect environmental and open space resources; strengthen security and safety; support economic growth; facilitate community problem-solving; and strengthen community image and sense of place.

PROGRAM FUNCTIONS

- Assure that services provided are responsive to community needs.
- Analyze the department's services to assure they are provided in a cost-effective manner.
- Provide direction and support to all Community Services divisions.
- Provide support to the Parks and Recreation Commission, Heritage Tree Board, Performing Arts Committee, Youth Advisory Committee and Senior Advisory Committee.
- Work closely with other City departments, commissions and committees serviced by the Community Services Department.
- Perform community outreach with local service clubs, civic groups and organizations.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Assess the Rengstorff Avenue/California Street neighborhood to look at the state of walkability and lighting, safety, park use (and pedestrian access) for families and the existing Community Center in conjunction with the City Manager's Office and the Public Works Department.
- Continue City-wide succession planning efforts as applicable.
- Assist with the design of athletic fields at Shoreline at Mountain View 12-acre site in conjunction with the Public Works Department.
- Monitor and evaluate operational use of recycled water and maintain current aesthetics and plant health.
- Assist with the construction of the Permanente Creek Pedestrian/Bicycle Trail over Highway 101 and under Old Middlefield Way in conjunction with the Public Works Department.
- Assist with the Permanente Creek Trail/Charleston Road undercrossing feasibility study in conjunction with the Public Works Department.
- Evaluate alternative operating/financial models for Shoreline Golf Links in conjunction with the City Manager's Office and the Finance and Administrative Services Department.

COMMUNITY SERVICES—ADMINISTRATION PROGRAM SUMMARY

- Assist with the development of the Rengstorff Park Master Plan in conjunction with the Public Works Department.
- Assist with the construction of Mariposa/West Dana Park in conjunction with the Public Works Department.
- Assist with the construction of Del Medio Park in conjunction with the Public Works Department.
- Assist with the design and construction of the Stevens Creek Trail Dale/Heatherstone pedestrian overpass in conjunction with the Public Works Department.
- Implement Recreation Cost-Recovery Policy goals as approved by the City Council.
- Monitor the Recreation Plan action steps, cost analysis and performance measures for Years 1 to 3 in conjunction with the Parks and Recreation Commission.
- Expand positive activities for youth.
- Assist with the development of an updated Youth Action Plan in conjunction with the City Manager's Office.
- Continue efforts to locate and acquire open space in neighborhoods underserved in regard to park and recreation facilities.

RM/BUD
LHP-234-02^

**COMMUNITY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Community Services Director	1	1	1
Assistant Community Services Director	0.15	0 *1	0
Senior Administrative Analyst	1	0.85 *1	0.85
Executive Assistant	1	0.85 *1	0.85
Total Permanent	<u>3.15</u>	<u>2.70</u>	<u>2.70</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u><u>3.15</u></u>	<u><u>2.70</u></u>	<u><u>2.70</u></u>

*1 Transferred 0.15 each of the Assistant Community Services Director (reclassified to Shoreline Manager), Senior Administrative Analyst and Executive Assistant positions to the Shoreline program.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 525,302	500,415	491,111
Supplies and Other Services	91,350	104,246	99,846
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u><u>\$ 616,652</u></u>	<u><u>604,661</u></u>	<u><u>590,957</u></u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Miscellaneous Revenue	\$ 6	0	0
TOTAL REVENUES	<u><u>\$ 6</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

**COMMUNITY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 410,636	389,115	378,522
Wages	0	0	0
Benefits	114,666	111,300	112,589
	<u>\$ 525,302</u>	<u>500,415</u>	<u>491,111</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 3,569	4,016	4,016
Maintenance and Operations	42	0	0
Utilities	202	750	250
Professional/Technical Svcs	77,755	81,735	81,735
Other Expenses	9,782	17,745 *1	13,845
	<u>\$ 91,350</u>	<u>104,246</u>	<u>99,846</u>

*1 Includes limited-period funding of \$4,400 for printing of the Parks and Open Space and Recreation Plans (rebudget).

NOTES

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COMMUNITY SERVICES—PERFORMING ARTS PROGRAM SUMMARY

PROGRAM MANAGER—PERFORMING ARTS MANAGER

PROGRAM MISSION STATEMENT

To strengthen community image and sense of place, support economic development and increase cultural enrichment through enjoyment, celebration and interaction with the arts.

PROGRAM FUNCTIONS

- Provide access to Performing Arts facilities and provide quality service for clients/licensees.
- Provide entertainment opportunities for Center for the Performing Arts patrons.
- Provide education and outreach opportunities to the community.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue City-wide succession planning effort as applicable.
- Develop strategies and mechanisms to increase donated revenue, in conjunction with the Performing Arts Committee.
- Continue efforts to increase lunch-time visits to the lobby art program.

MAJOR PROGRAM CHANGES

- General Non-Operating Fund:

Strategic Planning Consultant for CPA (Limited-Period):

\$10,000

Provides limited-period funding to update the Center's strategic plan. The last plan was created in 1999. *Impact: Provides resources to update the Center's long-range strategic plan and goals.*

RM/BUD
LHP-234-03^

**COMMUNITY SERVICES - PERFORMING ARTS
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Performing Arts Manager	1	1	1
Performing Arts Supervisor	2.50	2.50	2.50
Performing Arts Coordinator	0.75	0.75	0.75
Performing Arts Assistant	3	3	3
Senior Stagehand	1	1	1
Senior Ticket Service Representative	1	1	1
Total Permanent	9.25	9.25	9.25
Total Part-Time Hourly	1.42	0.95 *1	0.95
TOTAL POSITIONS	10.67	10.20	10.20

*1 Reduced hours for the box office and miscellaneous hours.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 1,081,618	1,081,413	1,102,252
Supplies and Other Services	121,264	98,543	108,543
Capital Outlay	9,159	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,212,041	1,179,956	1,210,795

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Rents & Leases	\$ 484,514	417,098	446,882 *3
General Service Charges	232,942	216,349 *1	243,395 *3
Miscellaneous Revenue	229,402	188,905 *2	208,300 *3
TOTAL REVENUES	\$ 946,858	822,352	898,577

*1 Includes increased service charges.

*2 Includes increase in facilities use fee.

*3 Includes proposed fee increases of \$36,500.

**COMMUNITY SERVICES - PERFORMING ARTS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 658,135	708,428	714,692
Wages	147,967	90,874	91,342
Benefits	275,516	282,111	296,218
	<u>\$ 1,081,618</u>	<u>1,081,413</u>	<u>1,102,252</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 42,410	38,611 *1	38,611
Maintenance and Operations	15,390	11,900 *1	11,900
Utilities	2,176	322	322
Professional/Technical Svcs	57,429	43,800	43,800
Other Expenses	3,859	3,910	13,910 *2
	<u>\$ 121,264</u>	<u>98,543</u>	<u>108,543</u>

*1 Includes reduced funding of \$12,300 for miscellaneous reductions.

*2 Includes limited-period funding of \$10,000 for a strategic planning consultant.

COMMUNITY SERVICES—SHORELINE PROGRAM SUMMARY

PROGRAM MANAGER—SHORELINE MANAGER

PROGRAM MISSION STATEMENT

To protect environmental and open space resources; strengthen security and safety; provide recreational experiences; promote health and wellness; and strengthen the community image and sense of place.

PROGRAM FUNCTIONS

- Comply with various regulatory agency requirements as they relate to wetlands, wildlife and land use in the Shoreline area.
- Provide visitors a safe and secure passive outdoor recreation experience by proper maintenance and supervision of trails, pathways, roadway/landscaped areas, turf areas and facilities in the Shoreline and North Bayshore areas.
- Manage a cost-effective volunteer ranger and docent program that will assist in the enforcement of parks, Shoreline and Stevens Creek Trail rules and regulations, the education of visitors and trail users, assist with litter control and maintenance, and conduct tours of the historic Rengstorff House.
- Manage and oversee clubhouse (Michaels Restaurant) and boathouse lessees to assure that these concessions are meeting lease terms and expectation levels of the City.
- Manage and oversee recreation- and park-related capital improvement projects.
- Manage golf course operations.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue City-wide succession planning effort as applicable.
- Assist with the design of athletic fields at Shoreline at Mountain View 12-acre site in conjunction with the Public Works Department.
- Monitor and evaluate operational use of recycled water and maintain current aesthetics and plant health.
- Assist with the construction of the Permanente Creek Pedestrian/Bicycle Trail over Highway 101 and under Old Middlefield Way in conjunction with the Public Works Department.
- Assist with the Permanente Creek Trail/Charleston Road undercrossing feasibility study in conjunction with the Public Works Department.
- Develop and implement a Shoreline park wildlife management plan.
- Prepare a regulatory report to the Bay Conservation Development Commission concerning Charleston Slough.

COMMUNITY SERVICES—SHORELINE PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- Shoreline Regional Park Community Fund:

Wildlife Management (Rebudget): \$47,000

Rebudgets the balance available to continue wildlife management efforts. *Impact:*
Provides resources to continue wildlife management efforts.

RM/BUD

LHP-234-04^

**COMMUNITY SERVICES - SHORELINE
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Assistant Community Services Director	0.55	0 *2	0
Shoreline Manager	0	0.80 *2	0.80
Parks Section Manager	0.50	0.70 *3	0.70
Senior Administrative Analyst	0	0.15 *4	0.15
Sr Recreation Coordinator	1	1	1
Executive Assistant	0	0.15 *4	0.15
Secretary	1	1	1
Total Permanent	3.05	3.80	3.80
Total Part-Time Hourly	2.99	2.99	2.99
TOTAL POSITIONS	6.04 *1	6.79 *1	6.79 *1

*1 In addition, there are 6.5 Ranger positions provided by contract.

*2 Reclassified the Assistant Community Services Director position to Shoreline Manager and transferred 0.15 from the Administration program and 0.10 from the Shoreline Golf Links program.

*3 Transferred 0.20 Parks Section Manager position from the Parks program.

*4 Transferred 0.15 Senior Administrative Analyst and 0.15 Executive Assistant positions from the Administration program.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 363,996	656,546	600,513
Supplies and Other Services	508,863	597,889	595,889
Capital Outlay	0	0	0
Interfund Expenditures	1,965	6,200	5,000
TOTAL EXPENDITURES	\$ 874,824	1,260,635	1,201,402

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Rents & Leases	\$ 113,272	115,000	115,000
Recreation Service Charges	43,883	40,500	40,500
Miscellaneous Revenue	15,468	0	0
TOTAL REVENUES	\$ 172,623	155,500	155,500

**COMMUNITY SERVICES - SHORELINE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 191,380	420,629	358,006
Wages	77,705	107,799	108,933
Benefits	94,911	128,118	133,574
	<u>\$ 363,996</u>	<u>656,546</u>	<u>600,513</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 29,969	29,050	29,050
Maintenance and Operations	6,864	21,600	21,600
Utilities	4,652	16,300	14,300
Professional/Technical Svcs	422,449	470,534	470,534
Other Expenses	44,929	60,405 *1	60,405 *1
	<u>\$ 508,863</u>	<u>597,889</u>	<u>595,889</u>

*1 Includes limited-period funding of \$47,000 for wildlife management (rebudget).

NOTES

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COMMUNITY SERVICES—SHORELINE GOLF LINKS PROGRAM SUMMARY

PROGRAM MANAGER—SHORELINE MANAGER

PROGRAM MISSION STATEMENT

To promote health and wellness; protect environmental and open space resources; and support economic development through the provision of golf programs and services.

PROGRAM FUNCTIONS

- Manage and operate golf course in such a manner as to maximize operating revenues and control operating expenses.
- Provide golfing customers an enjoyable golfing experience, including enhanced playing conditions and high levels of customer service.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Monitor and evaluate operational use of recycled water and maintain current aesthetics and plant health.
- Evaluate alternative operating/financial models for Shoreline Golf Links in conjunction with the City Manager's Office and the Finance and Administrative Services Department.
- Develop and implement a Shoreline park wildlife management plan.
- Continue to provide a high level of customer services, including those services associated with managing the tee sheet and starting functions, golf car rentals, retail sales, practice range operations and services, golf lesson program, tournament play, and lesson/marshaling/pace of play program.
- Continue to allocate resources available for golf course maintenance to address optimum use of irrigation water and environmentally responsive turf grass maintenance in order to maintain a high standard of playability for the course.

MAJOR PROGRAM CHANGES

- General Fund—Shoreline Golf Links:

Wildlife Management (Rebudget): \$10,800

Rebudgets the balance available to continue wildlife management efforts. *Impact: Provides resource to continue wildlife management efforts.*

City Utilities: \$4,300

Provides additional funding for the City utility rate increases proposed for Fiscal Year 2010-11. *Impact: Provides funding to maintain desired level of service.*

**COMMUNITY SERVICES - SHORELINE GOLF LINKS
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Assistant Community Services Director	0.30	0 *1	0
Shoreline Manager	0	0.20 *1	0.20
Parks Section Manager	0	0.30 *2	0.30
Golf Course Superintendent	1	1	1
Head Golf Professional	1	1	1
Retail/Tournament Manager	1	1	1
Senior Greenskeeper	1	1	1
Golf Course Equipment Mechanic	1	1	1
Greenskeeper I/II	2	2	2
Irrigation Technician	1	1	1
Teaching Professional	0.50	0.50	0.50
Assistant Golf Professional	4.75	4.75 *3	4.75 *3
Assistant Greenskeeper	5	5	5
Accounting Technician	0.50	0.50	0.50
Secretary	0.75	0.75 *3	0.75 *3
Total Permanent	19.80	20	20
Total Part-Time Hourly	7.16	6.79 *4	6.79
TOTAL POSITIONS	26.96	26.79	26.79

*1 Reclassified the Assistant Community Services Director position to Shoreline Manager and transferred 0.10 to the Shoreline program.

*2 Transferred 0.30 Parks Section Manager position from the Parks program.

*3 Unfunded 1.75 Assistant Golf Professional and 0.25 Secretary positions.

*4 Reduced Cart Range Attendant hours.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 1,855,866	2,067,657	2,014,283
Supplies and Other Services	1,170,498	1,287,788	1,268,296
Capital Outlay	17,779	0	0
Interfund Expenditures	3,513	15,500	10,000
TOTAL EXPENDITURES	\$ 3,047,656	3,370,945	3,292,579

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Golf Course Service Charges	\$ 3,174,852	3,214,943	3,158,082
Miscellaneous Revenue	17,557	0	23,000
TOTAL REVENUES	\$ 3,192,409	3,214,943	3,181,082

**COMMUNITY SERVICES - SHORELINE GOLF LINKS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,211,561	1,304,825	1,222,363
Wages	149,143	212,747	214,807
Benefits	495,162	550,085	577,113
	<u>\$ 1,855,866</u>	<u>2,067,657</u>	<u>2,014,283</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 229,907	284,535	284,535
Maintenance and Operations	104,702	103,383	103,383
Utilities	454,206	488,250 *1	492,550 *3
Professional/Technical Svcs	70,792	69,810	69,810
Other Expenses	310,891	341,810 *2	318,018 *4
	<u>\$ 1,170,498</u>	<u>1,287,788</u>	<u>1,268,296</u>

*1 Includes increased funding of \$41,000 for water costs.

*2 Includes limited-period funding of \$34,600 for wildlife management (rebudget).

*3 Includes increased funding of \$4,300 for City utilities rate increase.

*4 Includes limited-period funding of \$10,800 for wildlife management (rebudget balance).

COMMUNITY SERVICES—FORESTRY AND ROADWAY LANDSCAPE PROGRAM SUMMARY

PROGRAM MANAGER—PARKS MANAGER

PROGRAM MISSION STATEMENT

To protect environmental and open space resources; promote health and wellness; and strengthen community image and sense of place through the provision of forestry and roadway landscape services.

PROGRAM FUNCTIONS

- Manage Forestry Program, including maintenance of street, median and park trees and enforcement of the Heritage Tree Ordinance.
- Maintain all City landscaped areas, including parks, Stevens Creek Trail, medians, roadways, vacant land and public facilities.
- Maintain downtown area, including Civic Center, Pioneer Park, Castro Street, Transit Center, Centennial Plaza and Adobe Building.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue City-wide succession planning efforts as applicable.
- Monitor and evaluate operational use of recycled water and maintain current aesthetics and plant health.
- Assist with the development and implementation of Arbor Day 2011.
- Continue biannual park and median renovation and repair programs.
- Manage City street tree inventory and database for all City-maintained trees.
- Assist with the Shoreline Boulevard and El Camino Real sidewalk, curb and gutter replacement project in conjunction with the Public Works Department.
- Continue street tree planting program to replace dead, diseased or damaged trees and achieve an 82 percent stocking level.

COMMUNITY SERVICES—FORESTRY AND ROADWAY LANDSCAPE PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Eliminate Dedicated Weed Abatement Program: (\$105,200)

Unfunds 1.0 Parks Maintenance Worker III position currently vacant. Decentralizing weed abatement and adds to the workload of other employees. This will result in more weeds in City parks and medians as the maintenance priority is park safety and cleanliness. *Impact: Affects park and roadside aesthetics and there will be an additional burden on supervisors to train and monitor staff in the safe application of pesticides.*

Unfund 1.0 Tree Trimmer Position: (\$101,500)

Unfunds 1.0 Tree Trimmer I/II position currently vacant. *Impact: Results in fewer trees being trimmed, a reduction in service levels including tree watering, removing/replacing dead trees, responding to fluctuations in workload and emergency response. The time to complete customer service requests to prune or remove trees would increase from ninety (90) days to one hundred fifty (150) days.*

Position Reallocations: (\$64,600)

Reallocates 0.5 of a Tree Trimmer I/II position and 0.1 of the Tree Supervisor/Arborist position to the Shoreline Regional Park Community Fund. *Impact: Reallocates positions' time more appropriately.*

Renegotiated Purchasing Contracts: (\$27,700)

The Purchasing staff has worked very diligently over the past year-and-a-half to negotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated in the City's parcel maintenance and downtown cleaning services contracts. *Impact: No service level impact.*

City Utilities: \$20,000

Provides additional funding for the City utility rate increases proposed for Fiscal Year 2010-11. *Impact: Provides funding to maintain desired level of service.*

- Shoreline Regional Park Community Fund:

Position Reallocations: \$64,600

Reallocates 0.5 of a Tree Trimmer I/II position and 0.1 of the Tree Supervisor/Arborist position's time from the General Operating Fund. *Impact: Reallocates positions' time more appropriately.*

RM/BUD/LHP-234-05^

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Parks Section Manager	1	1	1
Tree Supervisor/Arborist	1	1	1
Tree Trimmer III	1	1	1
Tree Trimmer I/II	5	5	5 *1
Parks Maintenance Worker III	3	3	3 *1
Parks Maintenance Worker I/II	8.75	8.75 *1	8.75 *1
Office Assistant I/II	1	1	1
Total Permanent	20.75	20.75	20.75
Total Part-Time Hourly	1.09	1.04 *2	1.05
TOTAL POSITIONS	21.84	21.79	21.80

*1 Unfunded one Parks Maintenance Worker I/II position for Fiscal Year 2009-10 and in addition, unfunded one Tree Trimmer I/II and one Parks Maintenance Worker III positions for Fiscal Year 2010-11.

*2 Reduced hours.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 1,740,914	2,069,850	1,904,338
Supplies and Other Services	649,310	809,420	796,540
Capital Outlay	10,137	15,500	0
Interfund Expenditures	159,303	179,900	182,000
TOTAL EXPENDITURES	\$ 2,559,664	3,074,670	2,882,878

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Fines and Forfeitures	\$ 2,000	1,000	3,000
Local Intergovernmental Revenue	(783)	15,000	29,083
General Service Charges	1,117	1,000	49,553 *1
Miscellaneous Revenue	13,639	1,000	1,000
Interfund Revenue Transfers	55,000	55,000	55,000
TOTAL REVENUES	\$ 70,973	73,000	137,636

*1 Includes proposed fee increases of \$46,600.

**COMMUNITY SERVICES - FORESTRY AND ROADWAY LANDSCAPE
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,167,059	1,413,140	1,268,837
Wages	50,492	44,758	45,285
Benefits	523,363	611,952	590,216
	<u>\$ 1,740,914</u>	<u>2,069,850</u>	<u>1,904,338</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 73,051	80,313	80,313
Maintenance and Operations	1,908	5,550	5,550
Utilities	453,680	552,545 *2	572,545 *4
Professional/Technical Svcs	100,319	146,857	119,207 *5
Other Expenses	20,352 *1	24,155 *3	18,925
	<u>\$ 649,310</u>	<u>809,420</u>	<u>796,540</u>

*1 Includes limited-period expenditures for the replacement of "welcome" banners on El Camino Real.

*2 Includes increased funding of \$23,800 for City utilities rate increases and reduced funding of \$26,600 for reduced water usage.

*3 Includes limited-period funding of \$5,200 for replacement of broken tree grates (rebudget balance).

*4 Includes increased funding of \$20,000 for City utilities rate increase.

*5 Includes reduced funding of \$27,700 for parcel maintenance and downtown cleaning services.

COMMUNITY SERVICES—PARKS PROGRAM SUMMARY

PROGRAM MANAGER—PARKS MANAGER

PROGRAM MISSION STATEMENT

To protect environmental resources; strengthen security and safety; promote health and wellness; and strengthen community image and sense of place through the maintenance of urban and regional parks, public facilities, pedestrian and bicycle trails and open space areas.

PROGRAM FUNCTIONS

- Conduct safety inspections of all park and playground areas and equipment.
- Maintain all City parks, public facility grounds, Shoreline Regional Park and urban trails, including the Permanente, Hetch-Hetchy and Stevens Creek Trails.
- Plan and develop new parks and open space as approved by Council.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue City-wide succession planning effort as applicable.
- Assist with the design of athletic fields at Shoreline at Mountain View 12-acre site in conjunction with the Public Works Department.
- Monitor and evaluate operational use of recycled water and maintain current aesthetics and plant health.
- Assist with the construction of the Permanente Creek Pedestrian/Bicycle Trail over Highway 101 and under Old Middlefield Way in conjunction with the Public Works Department.
- Assist with the development of the Rengstorff Park Master Plan in conjunction with the Public Works Department.
- Assist with the construction of Mariposa/West Dana Park in conjunction with the Public Works Department.
- Assist with the construction of Del Medio Park in conjunction with the Public Works Department.
- Assist with the design and construction of the Stevens Creek Trail Dale/Heatherstone pedestrian overpass in conjunction with the Public Works Department.
- Assist with the design and construction of the Stevens Creek Trail El Camino Real/Highway 85 Meadow project in conjunction with the Public Works Department.
- Assist with the construction of the Huff Park rest room project in conjunction with the Public Works Department.

COMMUNITY SERVICES—PARKS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Renegotiated Purchasing Contracts: (\$15,800)

The Purchasing staff has worked very diligently over the past year-and-a-half to renegotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated for the City's Ranger Services contract. *Impact: No service level impact.*

Position Reallocations: (\$13,600)

Reallocates 0.04 of the Parks Manager position and 0.07 of a Secretary position to the Shoreline Regional Park Community Fund. *Impact: Reallocates positions' time more appropriately.*

- Shoreline Regional Park Community Fund:

Position Reallocations: \$13,600

Reallocates 0.04 of the Parks Manager position and 0.07 of a Secretary position's time from the General Operating Fund. *Impact: Reallocates positions' time more appropriately.*

RM/BUD/LHP-234-06^

**COMMUNITY SERVICES - PARKS
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Parks Manager	1	1	1
Parks Section Manager	0.50	0 *1	0
Parks Supervisor	3	3	3
Parks Maintenance Worker III	9	9	9
Parks Maintenance Worker I/II	14.75	14.75	14.75
Secretary	1	1	1
Total Permanent	29.25	28.75	28.75
Total Part-Time Hourly	5.16	5.16	5.16
TOTAL POSITIONS	34.41	33.91	33.91

*1 Transferred 0.20 Parks Section Manager position to the Shoreline program and 0.30 to the Shoreline Golf Links program.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 3,181,243	3,323,671	3,406,579
Supplies and Other Services	972,493	1,016,231	1,001,885
Capital Outlay	27,041	21,500	0
Interfund Expenditures	218,794	248,200	263,000
TOTAL EXPENDITURES	\$ 4,399,571	4,609,602	4,671,464

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Miscellaneous Revenue	\$ 104,083	126,900	156,315
TOTAL REVENUES	\$ 104,083	126,900	156,315

**COMMUNITY SERVICES - PARKS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 2,044,611	2,148,413	2,168,585
Wages	250,524	220,886	223,485
Benefits	886,108	954,372	1,014,509
	<u>\$ 3,181,243</u>	<u>3,323,671</u>	<u>3,406,579</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 212,006	202,089	202,089
Maintenance and Operations	1,828	3,850	3,850
Utilities	645,875	716,045 *1	721,450
Professional/Technical Svcs	94,890	54,050 *2	38,199 *4
Other Expenses	17,894	40,197 *3	36,297
	<u>\$ 972,493</u>	<u>1,016,231</u>	<u>1,001,885</u>

*1 Includes increased funding of \$48,700 for City utilities rate increases and reduced funding of \$59,900 for reduced water usage.

*2 Includes reduced funding of \$52,700 for park contract maintenance.

*3 Includes limited-period funding of \$3,900 for lawn restoration and rodent control at Cuesta Park (rebudget).

*4 Includes reduced funding of \$15,800 for ranger services.

COMMUNITY SERVICES —RECREATION PROGRAM SUMMARY

PROGRAM MANAGER—RECREATION MANAGER

PROGRAM MISSION STATEMENT

To promote health and wellness; foster human development; increase cultural enrichment; and strengthen community image and sense of place through diverse recreation programs, services and events.

PROGRAM FUNCTIONS

- Provide or facilitate scheduling of youth, adult and older adult recreation activities, sports, classes, events and facility rental based on community preferences at the Community Center, Senior Center, Teen Center, Mountain View Sports Pavilion, Whisman Sports Center, Graham Sports Complex, historic Adobe Building as well as various park areas and school sites.
- Provide support to the Parks and Recreation Commission, Youth Advisory Committee and the Senior Advisory Committee.
- Provide environmental education classes and camps at Deer Hollow Farm.
- Provide a comprehensive aquatics program using Eagle and Rengstorff Pools.
- Coordinate City-wide volunteer program and establish effective partnerships with community-based organizations.
- Provide recreational, educational and social programs for older adults through the Senior Center.
- Organize City special events and facilitate coordination of community special events.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Assist with the design of athletic fields at Shoreline at Mountain View 12-acre site in conjunction with the Public Works Department.
- Assist with the development of the Rengstorff Park Master Plan in conjunction with the Public Works Department.
- Assist with the development of an updated Youth Master Plan in conjunction with the City Manager's Office.
- Maintain constructive activities for youth (including after-school activities, summer school, Teen Center programs and expanded Support Center activities) with emphasis on accessible school- and neighborhood-based programs that increase collaboration with school districts and nonprofits to provide expanded after-school programs.
- Implement Recreation Cost-Recovery goals as approved by the City Council.
- Monitor the Recreation Plan action steps, cost analysis and performance measures for Years 1 to 3 in conjunction with the Parks and Recreation Commission.

COMMUNITY SERVICES —RECREATION PROGRAM SUMMARY

- Expand positive activities for youth.
- Continue collaboration with the school district in providing expanded after-school programs through the After-School Education and Safety (ASES) program.
- Continue to improve marketing of programming and classes through enhancement of the Activity Guide and comprehensive brochures.
- Explore new contract classes and youth sports programs and expand opportunities as fiscal resources allow.
- Increase collaboration with community-based organizations and service providers to address emerging community recreation trends and needs among target markets.
- Increase rental program services at the Community Center, Adobe Building, Mountain View Sports Pavilion, Whisman Sports Center and Senior Center.
- Explore program revenue enhancement opportunities through grants, cosponsorships and cost-recovery-based classes.

MAJOR PROGRAM CHANGES

- General Operating Fund:
 - Reduce Administrative Support: (\$99,000)
Unfunds 1.0 Secretary position currently vacant. Impact: Transfers administrative support functions to other staff to the extent feasible.
 - On-Line Registration Fees: (\$15,000)
Eliminates funding for, and transfers to the consumer, the on-line registration services cost by a third-party processor. Impact: Transfers the fees of a third-party processor for on-line registration to the consumer.
- General Non-Operating Fund:
 - Senior Advisory Task Force (Rebudget): \$8,300
Rebudgets the balance of funding available for the Senior Advisory Task Force. Impact: Provides resources for the Senior Advisory Task Force.

RM/BUD
LHP-234-07^

**COMMUNITY SERVICES - RECREATION
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Recreation Manager	1	1	1
Recreation Supervisor	3	3	3
Senior Recreation Coordinator	4	4	4
Volunteer Coordinator	0.75	0.75	0.75
Recreation Coordinator	4.75	4.75	5 *2
Parks Maintenance Worker III	1	1	1
Secretary	1	1	1 *1
Office Assistant III	1.50	1.50	1.50
Recreation Specialist	1.50	1.50 *1	1.50 *1
Recreation Leader II	0.75	0.75	0.75
Total Permanent	19.25	19.25	19.50
Total Part-Time Hourly	27.43	27.91 *1	27.91
TOTAL POSITIONS	46.68	47.16	47.41

*1 Unfunded 0.50 Recreation Specialist position and increased hours to backfill for Fiscal Year 2009-10 and in addition, unfunded one Secretary position for Fiscal Year 2010-11.

*2 Reclassified 0.75 Recreation Coordinator position to full-time.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 2,662,998	2,861,541	2,784,348
Supplies and Other Services	853,825	1,071,948	990,498
Capital Outlay	13,428	8,000	6,300
Interfund Expenditures	18,851	23,700	24,500
TOTAL EXPENDITURES	\$ 3,549,102	3,965,189	3,805,646

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Rents and Leases	\$ 11,143	12,520	12,896
Local Intergovernmental Revenue	50,000	50,000	50,000
Recreation Service Charges	1,019,279	1,155,380 *1	1,567,027 *1
General Service Charges	10,649	3,900	12,873
Miscellaneous Revenue	220,217	150,600	145,000
Interfund Revenue Transfers	56,000	0	0
TOTAL REVENUES	\$ 1,367,288	1,372,400	1,787,796

*1 Includes increase to Preschool program fees and increase from new sports field use charge.

*2 Includes proposed fee increases of \$554,300.

**COMMUNITY SERVICES - RECREATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,278,891	1,387,446	1,329,458
Wages	843,824	879,322 *1	876,213 *2
Benefits	540,283	594,773	578,677
	<u>\$ 2,662,998</u>	<u>2,861,541</u>	<u>2,784,348</u>

*1 Includes increased funding of \$40,000 for positive activities for youth.

*2 Includes reduced funding of \$12,800 for the cost of reclassifying a 0.75 Recreation Coordinator to full-time.

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 145,315	212,310 *2	199,560 *5
Maintenance and Operations	52,975	33,049	33,049
Utilities	190,667	276,243 *3	276,243
Professional/Technical Svcs	405,588	459,480 *2	445,755 *6
Other Expenses	59,280 *1	90,866 *4	35,891 *7
	<u>\$ 853,825</u>	<u>1,071,948</u>	<u>990,498</u>

*1 Includes limited-period expenditures for Senior Advisory Task Force.

*2 Includes increased funding of \$80,000 for positive activities for youth and reduced funding of \$7,000 for downtown summer concert series (transferred to Revitalization Authority).

*3 Includes increased funding of \$9,500 for City utilities rate increases.

*4 Includes reduced funding of \$4,000 for the Youth Sports fee waiver program. Also includes limited-period fundings of \$17,000 for pilot youth program (rebudget balance), \$15,000 for pool filter system studies at both pools (rebudget), \$15,000 for Cuesta Tennis Center facility study (rebudget) and \$15,000 for senior advisory task force.

*5 Includes reduced funding of \$12,800 for the cost of reclassifying a 0.75 Recreation Coordinator to full-time.

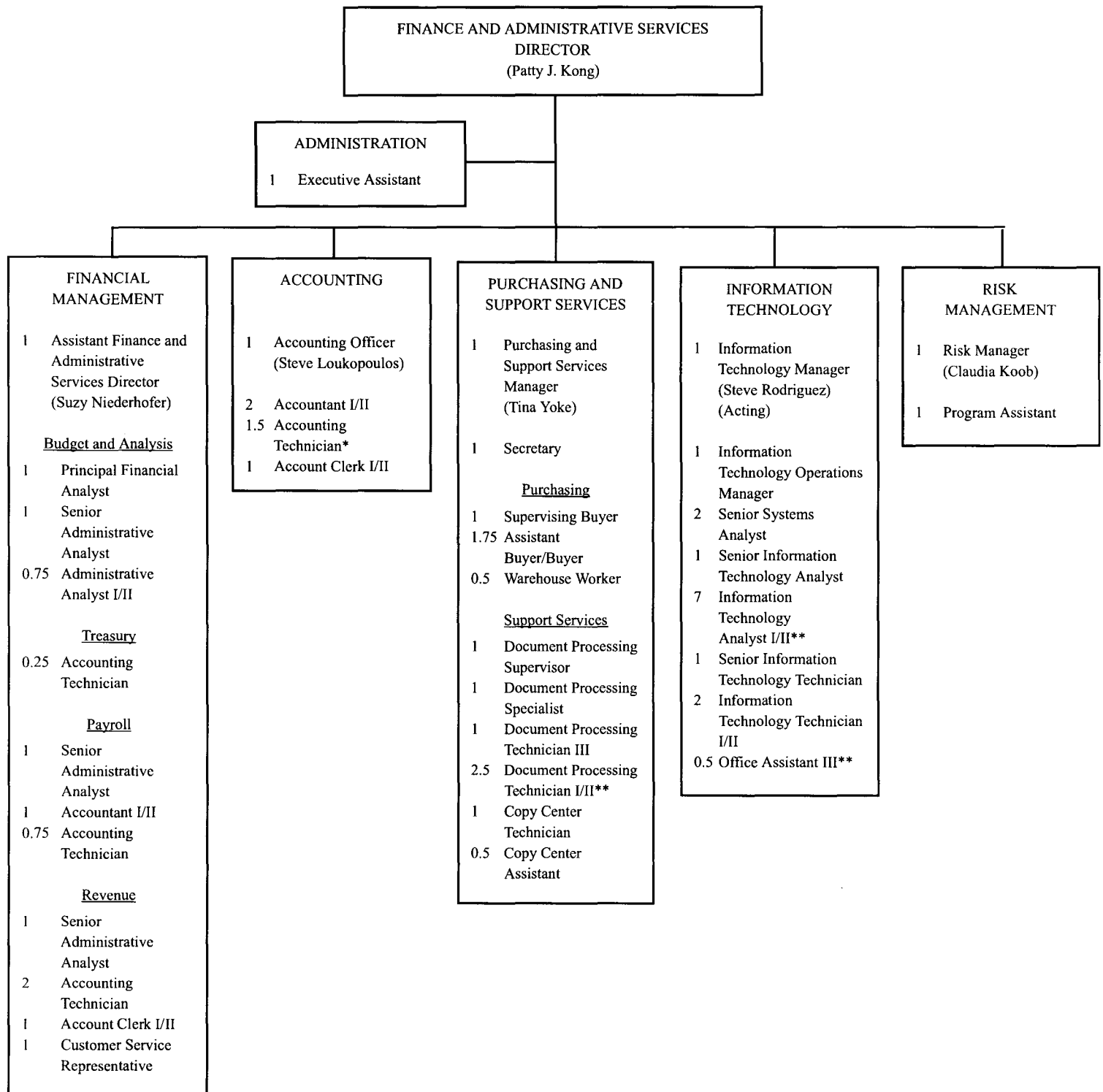
*6 Includes reduced funding of \$15,000 for on-line registration fees.

*7 Includes limited-period funding of \$8,300 for senior advisory task force (rebudget balance).

NOTES

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FINANCE & ADMINISTRATIVE SERVICES DEPARTMENT



FISCAL YEAR 2010-11 POSITION TOTALS: 45.0 Full-Time
3.5 Permanent Part-Time

* 0.5 Accounting Technician position providing accounting services that is managed by the Finance and Administrative Services Department but budgeted in the Shoreline Golf Links (Community Services Department).

** Unfunded 1.0 Information Technology Analyst I/II, 1.0 Document Processing Technician I/II and 0.5 Office Assistant III positions.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT

The Finance and Administrative Services Department is responsible for administration of the financial affairs and internal support activities of the City; provision of financial/analytical support to all City departments and programs; managing the City's investment portfolio; and coordinating the City's budget process and annual independent audit. Specifically, the department processes payroll, accounts receivable, utility billings, all City revenues, accounting entries, accounts payable and financial reporting. The department is also responsible for administration of the Purchasing, Document Processing, Information Technology, Risk Management and other internal support functions. In addition, the department provides staff support to the Council Finance Committee and Investment Review Committee.

ADMINISTRATION

Administration is responsible for the management of the Finance and Administrative Services Department.

FINANCIAL MANAGEMENT DIVISION

The Financial Management Division consists of the Budget and Analysis, Treasury, Payroll and Revenue functions.

The Budget and Analysis Section provides information and analytical support to the City Council and other City departments as requested. This section analyzes economic trends, forecasts revenues and monitors expenditures and balances for the current fiscal year as well as future fiscal years. In addition, Budget and Analysis manages the budget system and produces the Narrative, Proposed and Adopted Budget documents.

The Treasury Section is responsible for cash flow and management of the City's investment portfolio as well as administering special assessment districts.

The Payroll Section processes timecards; payroll documents and biweekly payroll for all City

employees; and prepares reports relating to retirement, insurance, deferred compensation and taxes.

The Revenue Section processes billing and collection for the City's water, wastewater and solid waste utilities; business licenses; and miscellaneous accounts receivable. All moneys due to, or collected by, other City departments are forwarded to this section for deposit and tracking in the City's financial system. In addition, this section is the Finance and Administrative Services Department's primary customer service contact point.

ACCOUNTING DIVISION

The Accounting Division manages and maintains the general accounting and financial records of the City. This division is also primarily responsible for coordinating the independent audit of the City's financial records and preparation of the Comprehensive Annual Financial Report. The Accounts Payable function within the Accounting Division matches and reconciles all invoices, purchase requisitions, purchase orders, contracts and agreements prior to processing payments for City obligations.

PURCHASING AND SUPPORT SERVICES DIVISION

The Purchasing and Support Services Division manages purchasing and support services activities of the City.

The Purchasing Section assures acquisition of price-competitive equipment, services and supplies for City departments. Other services include issuing requests for bid; vendor selection; equipment, supplies and mail delivery; warehousing of operating inventories; and sale of surplus equipment.

The Support Services Section provides document processing, graphic design, printing, document reproduction, mail distribution and other support services to City departments.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT (CONT.)

INFORMATION TECHNOLOGY DIVISION

The Information Technology Division plans, maintains and manages the City's computerized information systems, communication networks and telecommunications system. Services include systems analysis and design, project management, computer operations, training, computer equipment maintenance, software selection, vendor management, and web site development and support.

RISK MANAGEMENT DIVISION

Risk Management is responsible for managing the City's loss control and risk reduction programs. The City's risk exposures are managed by self-insuring or acquiring insurance, requiring vendors to have insurance and assisting in the maintenance of a safe workplace. This program encompasses the City's comprehensive general liability; property; property loss recovery; loss control; workers compensation; short-term and long-term disability; safety professionals' industrial disability retirement; and unemployment programs, including the City's self-insurance reserves and excess catastrophic insurance coverage. Risk Management is also responsible for State and OSHA reports and provides guidance to City departments in determining insurance requirements for contracts.

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER-FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

To support the planning and management of the City's fiscal affairs and to provide internal administrative services to all City departments.

DEPARTMENT FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City. (M 1)
- Manage the City's debt obligations, including special assessment debt; monitor the City's credit rating; recommend and manage issuance of new debt as appropriate.
- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of minimizing risk and meeting cash flow requirements while earning market rates of return. (M 2)
- Provide timely, accurate and cost-efficient payroll processing. (M 3, 4, 5)
- Process billing and collection of charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses. (M 6, 7)
- Manage the City's centralized financial and budgetary control systems, delivering accurate and timely processing of financial transactions and on-time information. (M 1, 8, 9, 10)
- Coordinate and assist with the City's annual independent audit; prepare the Comprehensive Annual Financial Report, required State reports and other reports as necessary.
- Provide efficient and effective, centralized purchasing services as required by the City Charter and City Code and the sale of surplus equipment. (M 11, 12)
- Provide cost-beneficial, centralized document processing, document reproduction and voice mail services. (M 13, 14)
- Manage and support the planning, implementation, operation and maintenance of information technology, providing a reliable City-wide network, electronic mail, public access, City Internet web site, microcomputer support and technical support of computer applications in City departments. (M 15, 16)
- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, long-term disability and unemployment insurance programs, including self-insurance programs and excess insurances for catastrophic loss. (M 17, 18, 19)

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- In conjunction with the Community Development Department, support the execution of the DDA and ground lease for the Charleston East site.
- Coordinate and manage preparation of Fiscal Year 2011-12 City Operating Budget.
- Update the City's General Operating Fund Long-Range Financial Forecast.
- Issue debt for capital projects in the Shoreline Regional Park Community and prepare a multi-year financial plan.
- Coordinate and complete a Hotel Compliance Audit on all hotels/motels in the City.
- Update the City's Retirees' Health actuarial valuation.
- In conjunction with the Community Development Department, consider an extension to the Downtown Revitalization District for one year or potentially longer term (or develop a plan for the expiration of the District, as appropriate, depending on the outcome of considering an extension).
- In conjunction with the City Manager's Office and Community Services Department, evaluate alternative operating/financial models for the Shoreline Golf Links.
- Implement a web-based payment processing module for the City's utility billing system.
- Complete external review of payroll practices on compliance with the Federal Labor Standards Act (FLSA).
- In conjunction with the Human Resources Division, complete the amendment of the Deferred Compensation Plan and implement plan changes.
- Award contract for new replacement copiers that are multi-function devices to allow opportunities for cost savings by reducing separate copier, printer, fax and scan devices into one consolidated device.
- Develop an Information Technology Strategic Plan, focusing on needs of the community/residents in their web-based interactions with City Hall.
- Implement a new Voice over Internet Protocol (VoIP) telephone system City-wide which includes new voice mail and fax systems.
- Provide project management support for the issuance of a Request for Proposal, selection and implementation of a permit tracking system.

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Financial Management:					
1. Accuracy of final budget numbers—percent of budget corrections needed due to error	<2%	0.07%	<2%	0.3%	<2%
2. Percent of time portfolio's market risk target (modified duration) is within:					
— 3.0 percent of the benchmark (policy requires 25 percent of time within 3.0 percent)	>50%	66.67%	>50%	89%	>50%
— 15.0 percent of the benchmark (policy requires 100 percent of time within 15.0 percent)	100%	100%	100%	100%	100%
3. Cost per payroll check issued (cost of payroll operation to total paychecks issued)	<\$16.00	\$15.75	<\$18.00	\$15.58	<\$18.00
4. Percent of reissued payroll checks versus total issued	<2%	0.01%	<2%	0.06%	<2%
5. Payroll checks issued	24,000	21,816	21,500	16,226	21,500
6. Percent of utility bills processed and mailed 10 working days from last meter reading date	>95%	100%	>95%	100%	>95%
7. Percent of utility accounts and accounts receivable accounts written off as a percent of total receivables	<3%	1.23%	<3%	1.4%	<3%
Accounting:					
8. Percent of correcting accounting entries to total accounting entries	<15%	7%	<15%	10.6%	<15%
9. Percent of month-end closes completed within 10 working days (target assumes June and July will not close within 10 working days due to year-end workload)	83%	83%	83%	89%	83%
10. Cost of Accounts Payable processing as a percent of total dollars spent	<1%	0.2%	<1%	0.2%	<1%
Purchasing and Support Services:					
11. Cost of procurement services as a percent of total dollars spent	<4%	2.2%	<4%	3%	<4%
12. Percent of time purchase orders issued timely	>85%	88%	>85%	88%	>85%
13. Percent of time Document Processing documents are completed timely	>90%	100%	>90%	100%	>90%
14. Percent of time Copy Center documents are completed timely	>90%	98%	>90%	99%	>90%

FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT SUMMARY

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Information Technology:					
15. Cost of information technology as a percent of total City department expenditures	<3%	1.7%	<3%	2.1%	<3%
16. Percent of time network is up	>98%	99%	>98%	99%	>98%
Risk Management:					
17. Percent of Workers' Compensation program costs to total payroll	<5%	2.5%	<5%	Reported Annually	<5%
18. Percent of hours lost to occupational injury compared to total hours worked	<2.5%	1.3%	<2.5%	Reported Annually	<2.5%
19. Percent of dollars recovered compared to expenditures paid to repair damage due to third-party vehicle accidents	100%	96% ^(A)	100%	Reported Annually	100%

^(A) Less than 100 percent due to timing of dollars recovered. The City often recovers funds past the fiscal year when damage was incurred.

SN/BUD
LHP-541-01^

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Purchasing and Support Services Manager	1	1	1
Information Technology Manager	1	1	1
Risk Manager	1	1	1
Information Technology Operations Manager	1	1	1
Accounting Officer	1	1	1
Principal Financial Analyst	2	1 *1	1
Senior Administrative Analyst	2	3 *1	3
Senior Systems Analyst	2	2	2
Senior Information Technology Analyst	1	1	1
Information Technology Analyst I/II	7	7 *2	7 *2
Senior Accountant	1	0 *1	0
Administrative Analyst I/II	1.75	0.75 *1	0.75
Accountant I/II	2	3 *1	3
Supervising Buyer	1	1	1
Document Processing Supervisor	1	1	1
Document Processing Specialist	1	1	1
Assistant Buyer/Buyer	1.75	1.75	1.75
Senior Information Technology Technician	1	1	1
Information Technology Technician I/II	2	2	2
Accounting Technician	4	4	4
Account Clerk I/II	2	2	2
Document Processing Technician III	1	1	1
Document Processing Technician I/II	3	2.50 *2	2.50 *2
Warehouse Worker	0.50	0.50	0.50
Program Assistant	0	1 *1	1
Executive Assistant	1	1	1
Copy Center Technician	1	1	1
Copy Center Assistant	0.50	0.50	0.50
Customer Service Representative	1	1	1
Secretary	0	1 *3	1
Office Assistant III	2	0.50 *2/3	0.50 *2
Total Permanent	48.50	48.50	48.50
Total Part-Time Hourly	0.25	0 *4	0
TOTAL POSITIONS	48.75	48.50	48.50

*1 Reclassified one Principal Financial Analyst position to Senior Administrative Analyst, the Senior Accountant position to Accountant I/II and one Administrative Analyst I/II position to Program Assistant.

*2 Unfunded one Information Technology Analyst I/II, 0.50 Document Processing Technician I/II, and 0.50 Office Assistant III positions for Fiscal Year 2009-10 and an additional 0.50 Document Processing Technician I/II position for Fiscal Year 2010-11.

*3 Reclassify one Office Assistant III position to Secretary.

*4 Eliminated 520 Administrative Analyst hours.

**FINANCE AND ADMINISTRATIVE SERVICES
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Finance and Admin. Services Administration	\$ 977,476	1,056,565	1,083,242
Financial Management	1,297,597	1,465,063	1,501,072
Accounting	590,224	623,393	635,683
Purchasing and Support Services	1,690,053	1,566,621	1,499,061
Information Technology	2,147,109	2,818,506	2,810,675
Risk Management	2,721,218	3,575,843	3,584,726
	<u>\$ 9,423,677</u>	<u>11,105,991</u>	<u>11,114,459</u>

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 5,182,570	6,152,716	6,209,379
Supplies and Other Services	4,218,065	4,932,675	4,883,080
Capital Outlay	8,464	0	0
Interfund Expenditures	14,578	20,600	22,000
TOTAL EXPENDITURES	<u>\$ 9,423,677</u>	<u>11,105,991</u>	<u>11,114,459</u>

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 6,348,362	7,123,877	7,035,332
General Non-Operating	31,490	30,000	35,000
Water	553,140	657,796	724,809
Workers Compensation Insurance	1,544,555	1,834,900	1,834,900
Unemployment Self-Insurance	63,062	80,000	80,000
Liability Self-Insurance	883,068	1,379,418	1,379,418
Retirees Health Self-Insurance	0	0	25,000
TOTAL FUNDING	<u>\$ 9,423,677</u>	<u>11,105,991</u>	<u>11,114,459</u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses and Permits	\$ 0	0	18,550
General Service Charge	0	500	600
Miscellaneous Revenue	80,537	27,850	44,735
TOTAL REVENUES	<u>\$ 80,537</u>	<u>28,350</u>	<u>63,885</u>

NOTES

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FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To plan, manage and direct the operations of the Finance and Administrative Services Department.

PROGRAM FUNCTIONS

- Plan, monitor and report in a timely and accurate manner the City's financial and budgetary position; provide financial analysis and recommendations on major issues facing the City.
- Manage the City's debt obligations, including special assessment debt; monitor the City's credit rating; recommend and manage issuance of new debt as appropriate.
- Manage the provision of centralized financial and administrative services and establish the goals, objectives and priorities of the department consistent with those of the City Council and City Manager.
- Provide analytical support and long-range financial planning to the City Council, City Manager's Office and other departments.
- Recommend and oversee administration of City financial policies.
- Direct the City's revenue and lessee audit program and resolution of audit findings.
- Represent City interests to rating agencies, financial service providers and other outside parties.
- Oversee the City's portfolio management program, assuring policy compliance in all respects.
- Provide leadership in the continuous effort to improve the quality of services provided by the department.
- Represent the department and coordinate inter- and intradepartment communications and projects.
- Oversee the City's purchasing and other organizational support services operations in a manner consistent with the City's goals and priorities.
- Cooperate with outside auditors performing independent audits of financial transactions.
- Oversee and direct City's Risk Management and Information Technology programs.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- In conjunction with the Community Development Department, support the execution of the DDA and ground lease for the Charleston East site.
- Coordinate and manage preparation of Fiscal Year 2011-12 City Operating Budget.

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION PROGRAM SUMMARY

- Update the City's General Operating Fund Long-Range Financial Forecast.
- Issue debt for capital projects in the Shoreline Regional Park Community and prepare a multi-year financial plan.
- Coordinate and complete a Hotel Compliance Audit on all hotels/motels in the City.
- Update the City's Retirees' Health actuarial valuation.
- In conjunction with the Community Development Department, consider an extension to the Downtown Revitalization District for one year or potentially longer term (or develop a plan for the expiration of the District, as appropriate, depending on the outcome of considering an extension).
- In conjunction with the City Manager's Office and Community Services Department, evaluate alternative operating/financial models for the Shoreline Golf Links.
- Implement a web-based payment processing module for the City's utility billing system.
- Complete external review of payroll practices on compliance with the Federal Labor Standards Act (FLSA).
- In conjunction with the Human Resources Division, complete the amendment of the Deferred Compensation Plan and implement plan changes.
- Award contract for new replacement copiers that are multi-function devices to allow opportunities for cost savings by reducing separate copier, printer, fax and scan devices into one consolidated device.
- Develop an Information Technology Strategic Plan, focusing on needs of the community/residents in their web-based interactions with City Hall.
- Implement a new Voice over Internet Protocol (VoIP) telephone system City-wide which includes new voice mail and fax systems.

MAJOR PROGRAM CHANGES

- General Operating Fund:
 - Reduce Contractual Services Funding: (\$15,000)

Eliminates funding for the City Auditor to use for outside consultants in completing tasks assigned by the City Council. *Impact: Will require the appropriation of additional funds as they are needed.*
 - CHAC Nonprofit Funding: \$4,300

Provides a 5 percent cost-of-living adjustment for the Community Health Awareness Council JPA. *Impact: Maintains desired level of service.*

FINANCE AND ADMINISTRATIVE SERVICES—ADMINISTRATION PROGRAM SUMMARY

- General Non-Operating Fund:

United Way 2-1-1 (Limited-Period): \$5,000

Provides limited-period funding. Future funding will be determined with the nonprofit agencies' request and the Fiscal Year 2011-12 funding cycle. *Impact: Provides funding for information resources provided to the City.*

- Retirees' Health Self-Insurance Fund:

Actuarial Analysis (Limited-Period): \$25,000

Provides limited-period funding for an outside consultant to prepare an updated actuarial valuation of the Retirees' Health Program as required by accounting standards. *Impact: Provides resources to perform required valuation as required by governmental accounting standards.*

SN/BUD

LHP-541-02^

**FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Finance and Administrative Svcs Director	1	1	1
Assistant Finance and Admin Svcs Director	1	1	1
Executive Assistant	1	1	1
Total Permanent	3	3	3
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	3	3	3

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 468,947	571,538	588,960
Supplies and Other Services	508,529	485,027	494,282
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 977,476	1,056,565	1,083,242

FINANCE AND ADMINISTRATIVE SERVICES - ADMINISTRATION
PROGRAM SUMMARY

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 373,601	447,114	453,529
Wages	0	0	0
Benefits	95,346	124,424	135,431
	<u>\$ 468,947</u>	<u>571,538</u>	<u>588,960</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 14,937	20,270	20,270
Maintenance and Operations	0	0	0
Utilities	272	1,200	1,200
Professional/Technical Svcs	126,700	125,100	110,100 *3
Other Expenses	366,620 *1	338,457 *2	362,712 *4
	<u>\$ 508,529</u>	<u>485,027</u>	<u>494,282</u>

*1 Includes limited-period expenditures for United Way 2-1-1 efforts, a Leadership Mountain View "City Day" and the long-term revenue plan.

*2 Includes limited-period funding of \$10,000 for United Way 2-1-1 efforts. Also includes the transfer of \$13,500 for the County-wide Interoperability Program to the Police Department.

*3 Includes reduced funding of \$15,000 for City Auditor outside services.

*4 Includes increased funding of \$4,300 for CHAC and limited-period fundings of \$5,000 for United Way 2-1-1 efforts and \$25,000 for Retirees' Health actuarial valuation.

FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT FINANCE AND ADMINISTRATIVE SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide financial analysis support and manage the City's financial resources and internal control system; process timely and accurate payroll, utility billings and provide quality customer service.

PROGRAM FUNCTIONS

- Manage the City's debt obligations, including special assessment debt; monitor the City's credit rating; recommend and manage issuance of new debt as appropriate.
- Manage the City budget process and produce the annual City budget.
- Manage investment of City funds with the objectives of minimizing risk and meeting cash flow requirements while earning market rates of return.
- Provide timely, accurate and cost-efficient payroll processing.
- Process billing and collection of charges for utility and miscellaneous services, providing a high level of accuracy and customer service to residents and businesses.
- Develop and recommend rates for water, wastewater and refuse.
- Forecast, monitor and report financial trends and developments.
- Provide analytical support to other departments.
- Monitor and review fees for City services.
- Manage public counter, cashiering functions and the processing of all City revenues.
- Issue business licenses and administer the City's business license ordinance.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Coordinate and manage preparation of the Fiscal Year 2011-12 City Operating Budget.
- Update the City's General Operating Fund Long-Range Financial Forecast.
- Issue debt for capital projects in the Shoreline Regional Park Community and prepare a multi-year financial plan.
- Coordinate and complete a Hotel Compliance Audit on all hotels/motels in the City.
- Update the City's Retirees' Health actuarial valuation.

FINANCE AND ADMINISTRATIVE SERVICES—FINANCIAL MANAGEMENT PROGRAM SUMMARY

- Implement a web-based payment processing module for the City's utility billing system.
- Complete external review of payroll practices on compliance with the Federal Labor Standards Act (FLSA).
- In conjunction with the Human Resources Division, complete the amendment of the Deferred Compensation Plan and implement plan changes.
- Implement an alternative retirement program for hourly employees.
- Implement the PERS prepayment option.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Allocate 0.5 of a Revenue Manager Position to Utilities: (\$68,000)

In Fiscal Year 2003-04, the Revenue Manager position was eliminated due to budget reductions taken in the last recession. In Fiscal Year 2008-09, the Revenue Manager position was added back through the elimination of other positions in the Finance and Administrative Services Department and is currently funded 100.0 percent by the General Operating Fund. As this position spends approximately 50.0 percent of its time managing the utility billing function, it is appropriate to charge 50.0 percent of the position to the Utility funds. *Impact: Reallocates position's time more appropriately.*

- General Non-Operating Fund:

Hotel Compliance Audit (Limited-Period): \$30,000

Provides limited-period funding to perform a compliance audit of the hotels/motels in the City. These audits are performed every three years to ensure compliance. *Impact: Ensures hotels/motels are in compliance with City ordinance and all required hotel tax is being received by the City.*

- Water Fund:

Allocate 0.5 of the Revenue Manager Position from the General Operating Fund: \$68,000

In Fiscal Year 2003-04, the Revenue Manager position was eliminated due to budget reductions taken in the last recession. In Fiscal Year 2008-09, the Revenue Manager position was added back through the elimination of other positions in the Finance and Administrative Services Department and is currently funded 100.0 percent by the General Operating Fund. As this position spends approximately 50.0 percent of its time managing the utility billing function, it is appropriate to charge 50.0 percent of the position to the Utility funds. *Impact: Reallocates position's time more appropriately.*

SN/BUD/LHP-541-03^

**FINANCE AND ADMINISTRATIVE SERVICES - FINANCIAL MANAGEMENT
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Principal Financial Analyst	2	1 *1	1
Senior Administrative Analyst	2	3 *1	3
Administrative Analyst I/II	0.75	0.75	0.75
Accountant I/II	1	1	1
Accounting Technician	3	3	3
Account Clerk I/II	1	1	1
Customer Service Representative	1	1	1
Total Permanent	10.75	10.75	10.75
Total Part-Time Hourly	0.25	0 *2	0
TOTAL POSITIONS	11	10.75	10.75

*1 Reclassified one Principal Financial Analyst position to Senior Administrative Analyst.

*2 Eliminated 520 Administrative Analyst hours.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 1,149,709	1,284,253	1,310,262
Supplies and Other Services	146,907	180,810	190,810
Capital Outlay	981	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 1,297,597	1,465,063	1,501,072

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses and Permits	\$ 0	0	18,550
General Service Charge	0	500	600
Miscellaneous Revenue	20	0	0
TOTAL REVENUES	\$ 20	500	19,150

**FINANCE AND ADMINISTRATIVE SERVICES - FINANCIAL MANAGEMENT
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 823,460	951,908	953,538
Wages	38,587	900	900
Benefits	287,662	331,445	355,824
	<u>\$ 1,149,709</u>	<u>1,284,253</u>	<u>1,310,262</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 69,708	94,780	94,780
Maintenance and Operations	2,604	4,050	4,050
Utilities	297	0	0
Professional/Technical Svcs	70,332	54,385 *1	54,385
Other Expenses	3,966	27,595 *2	37,595 *3
	<u>\$ 146,907</u>	<u>180,810</u>	<u>190,810</u>

*1 Includes reduced funding of \$30,000 for payroll services support.

*2 Includes limited-period funding of \$20,000 for a cost allocation/overhead plan update.

*3 Includes limited-period funding of \$30,000 for a TOT compliance review.

NOTES

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FINANCE AND ADMINISTRATIVE SERVICES—ACCOUNTING PROGRAM SUMMARY

PROGRAM MANAGER—ACCOUNTING OFFICER

PROGRAM MISSION STATEMENT

To maintain the internal integrity, controls and operations of the accounting system and related processes, providing a high level of customer service to departments and vendors.

PROGRAM FUNCTIONS

- Manage the City's centralized financial and budgetary control systems, delivering accurate and timely processing of financial transactions and on-time information.
- Coordinate and assist with the City's annual independent audit; prepare the Comprehensive Annual Financial Report, required State reports and other reports as necessary.
- Process accounts payable and fixed asset information timely and accurately.
- Report in a timely and accurate manner City departments' financial/budgetary position; provide training and support for departments to access and input information into the financial system.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Implement upgrade to the City's financial system.

SN/BUD
LHP-541-04^

**FINANCE AND ADMINISTRATIVE SERVICES - ACCOUNTING
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Accounting Officer	1	1	1
Senior Accountant	1	0 *2	0
Accountant I/II	1	2 *2	2
Accounting Technician	1	1	1
Account Clerk I/II	1	1	1
Total Permanent	5	5	5
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	5 *1	5 *1	5

*1 In addition, there is 0.5 Accounting Technician position budgeted in the Community Services Department, but located in the Accounting Division.

*2 Reclassified the Senior Accountant position to Accountant I/II.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 584,362	614,453	626,743
Supplies and Other Services	5,862	8,940	8,940
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 590,224	623,393	635,683

**FINANCE AND ADMINISTRATIVE SERVICES - ACCOUNTING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 440,752	458,954	457,983
Wages	0	0	0
Benefits	143,610	155,499	168,760
	<u>\$ 584,362</u>	<u>614,453</u>	<u>626,743</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 2,033	3,940	3,940
Maintenance and Operations	295	300	300
Utilities	0	0	0
Professional/Technical Svcs	0	0	0
Other Expenses	3,534	4,700	4,700
	<u>\$ 5,862</u>	<u>8,940</u>	<u>8,940</u>

FINANCE AND ADMINISTRATIVE SERVICES—PURCHASING AND SUPPORT SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—PURCHASING AND SUPPORT SERVICES MANAGER

PROGRAM MISSION STATEMENT

To provide integrated procurement, document processing and other organizational support services in a service-oriented, cost-efficient manner.

PROGRAM FUNCTIONS

- Provide efficient and effective, centralized purchasing services as required by the City Charter and City Code and the sale of surplus equipment.
- Provide cost-beneficial, centralized document processing, document reproduction and mail distribution services.
- Obtain timely delivery of price-competitive equipment, supplies and services; capitalize on quantity discounts and reduce paperwork by aggregating like purchases and services.
- Provide centralized storage and inventory control of high-use supplies and surplus property; provide storage for other departments; and provide inter-building delivery of mail and supplies.
- Advise and assist City departments on product or service specifications and results of the purchasing process; provide training on proper purchasing procedures; and solicit customer feedback to constantly improve procurement processes.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Award the contract for new replacement copiers that are multi-function devices to allow opportunities for cost savings by reducing separate copier, printer, fax and scan devices into one consolidated device.
- Continue efforts to work with vendors to obtain pricing reductions or to contain pricing increases on City contracts.
- Transition storage of City's records from third-party provider to City Warehouse.
- Continue to support the City's Green efforts by finalizing the Purchasing Handbook and continuing to participate in the executive steering committee and Green Team.
- Award the contract for the procurement of a multi-agency CAD public safety systems for the Police and Fire Departments.
- Implement the transition to a new procurement card provider to offer expanded reporting capabilities.
- Complete the development of the Purchasing Intranet site.

FINANCE AND ADMINISTRATIVE SERVICES—PURCHASING AND SUPPORT SERVICES PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Contractual Services Funding: (\$64,800)

Eliminates phone consultant contract. The City previously used a phone consultant to manage the City's phone lines and bills. This proposal transfers responsibility and management of the telephone system to the Information Technology Division. *Impact: Results in longer response times for traditional Information Technology service requests from City departments.*

Reduce Internal Support Services: (\$49,100)

Unfunds 0.5 Document Processing Technician position, currently vacant, impacting customer service to some external and internal customers. Although work will be reallocated to other staff to the extent feasible, there will likely be service-level declines in a variety of support functions. *Impact: Delays completing job requests in the Document Processing Center and less flexibility and coverage during absences of vacation or illness.*

SN/BUD
LHP-541-05^

**FINANCE AND ADMINISTRATIVE SERVICES - PURCHASING AND SUPPORT SERVICES
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Purchasing and Support Services Manager	1	1	1
Supervising Buyer	1	1	1
Assistant Buyer/Buyer	1.75	1.75	1.75
Document Processing Supervisor	1	1	1
Document Processing Specialist	1	1	1
Document Processing Technician III	1	1	1
Document Processing Technician I/II	2.50	2.50 *1	2.50 *1
Warehouse Worker	0.50	0.50	0.50
Copy Center Technician	1	1	1
Copy Center Assistant	0.50	0.50	0.50
Secretary	0	1 *2	1
Office Assistant III	1	0 *2	0
Total Permanent	<u>12.25</u>	<u>12.25</u>	<u>12.25</u>
Total Part-Time Hourly	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL POSITIONS	<u><u>12.25</u></u>	<u><u>12.25</u></u>	<u><u>12.25</u></u>

*1 Unfunded 0.50 Document Processing Technician I/II position for Fiscal Year 2009-10 and an additional 0.5 Document Processing Technician I/II position for Fiscal Year 2010-11.

*2 Reclassified the Office Assistant III position to Secretary.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 1,200,274	1,281,091	1,284,431
Supplies and Other Services	467,718	264,930	192,630
Capital Outlay	7,483	0	0
Interfund Expenditures	14,578	20,600	22,000
TOTAL EXPENDITURES	<u><u>\$ 1,690,053</u></u>	<u><u>1,566,621</u></u>	<u><u>1,499,061</u></u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Miscellaneous Revenue	\$ 3,874	5,100	5,000
TOTAL REVENUES	<u><u>\$ 3,874</u></u>	<u><u>5,100</u></u>	<u><u>5,000</u></u>

**FINANCE AND ADMINISTRATIVE SERVICES - PURCHASING AND SUPPORT SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 872,654	939,112	912,458
Wages	6,452	2,000	2,000
Benefits	321,168	339,979	369,973
	<u>\$ 1,200,274</u>	<u>1,281,091</u>	<u>1,284,431</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 43,199	51,050	51,050
Maintenance and Operations	24,398	64,700	57,200
Utilities	233,805	0 *1	0
Professional/Technical Srvcs	65,956	71,000	6,200 *3
Other Expenses	100,360	78,180 *2	78,180
	<u>\$ 467,718</u>	<u>264,930</u>	<u>192,630</u>

*1 Transferred City-wide phone system budget to the Information Technology program.

*2 Includes reduced funding of \$30,000 for City-wide copier lease.

*3 Includes reduced funding of \$64,800 for phone consultant contract.

FINANCE AND ADMINISTRATIVE SERVICES—INFORMATION TECHNOLOGY PROGRAM SUMMARY

PROGRAM MANAGER—INFORMATION TECHNOLOGY MANAGER

PROGRAM MISSION STATEMENT

To provide information technology in a service-oriented, cost-efficient manner.

PROGRAM FUNCTIONS

- Manage and support the planning, implementation, operation and maintenance of information systems, providing a reliable City-wide network, electronic mail, public access, City Internet web site and technical support of computer applications in City departments.
- Coordinate cost-effective telephone services including long distance service, voice mail applications and cellular phone service.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Support the implementation of web-based payment processing for the utility billing system.
- Develop an Information Technology Strategic Plan, focusing on needs of the community/residents in their web-based interactions with City Hall.
- Implement a new Voice over Internet Protocol (VoIP) telephone system City-wide which includes new voice mail and fax systems.
- Provide project management support for the issuance of a Request for Proposal, selection and implementation of a permit tracking system.
- Audit and upgrade the City's GIS system to an Enterprise-wide system.
- Support the Police Department in the upgrade of FileMaker Pro databases.
- Implement a second virtual server system for the Police Department services and as a failover site for City Hall services.
- Review feasibility of virtual desktop infrastructure as an alternative approach to computer assets.
- Coordinate expanded use of Laserfiche imaging system for permanent records storage.
- Continue the replacement of City's desktops as needed.

FINANCE AND ADMINISTRATIVE SERVICES—INFORMATION TECHNOLOGY PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Renegotiated Purchasing Contracts: (\$4,000)

The Purchasing staff has worked very diligently over the past year-and-a-half to renegotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated in the City's Information Technology maintenance contracts. *Impact: No service level impact.*

SN/BUD/LHP-541-07^

**FINANCE AND ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Information Technology Manager	1	1	1
Information Technology Operations Manager	1	1	1
Senior Systems Analyst	2	2	2
Senior Information Technology Analyst	1	1	1
Information Technology Analyst I/II	7	7 *1	7 *1
Senior Information Technology Technician	1	1	1
Information Technology Technician I/II	2	2	2
Office Assistant III	0.50	0.50 *1	0.50 *1
Total Permanent	15.50	15.50	15.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	15.50	15.50	15.50

*1 Unfunded one Information Technology Analyst I/II and 0.5 Office Assistant III positions.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 1,363,308	1,932,186	1,920,905
Supplies and Other Services	783,801	886,320	889,770
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 2,147,109	2,818,506	2,810,675

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Miscellaneous Revenue	\$ 3,201	0	0
TOTAL REVENUES	\$ 3,201	0	0

**FINANCE AND ADMINISTRATIVE SERVICES - INFORMATION TECHNOLOGY
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,023,528	1,435,994	1,430,328
Wages	0	0	0
Benefits	339,780	496,192	490,577
	<u>\$ 1,363,308</u>	<u>1,932,186</u>	<u>1,920,905</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 9,843	20,500	20,500
Maintenance and Operations	351,860	507,000 *1	504,450 *3
Utilities	4,428	190,750 *2	196,750
Professional/Technical Svcs	392,265	135,570	135,570
Other Expenses	25,405	32,500	32,500
	<u>\$ 783,801</u>	<u>886,320</u>	<u>889,770</u>

*1 Includes increased funding of \$13,600 for hardware/software maintenance and includes the transfer of \$8,000 for the Community Relations Management (CRM) system maintenance from the City Manager's office.

*2 Transferred City-wide phone system budget from the Purchasing and Support Services program and includes reduced funding of \$50,000 for City-wide phone system.

*3 Includes reduced funding of \$4,000 for software maintenance contracts.

NOTES

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FINANCE AND ADMINISTRATIVE SERVICES—RISK MANAGEMENT PROGRAM SUMMARY

PROGRAM MANAGER—RISK MANAGER

PROGRAM MISSION STATEMENT

To manage and minimize the City's exposure to accidental loss through acquisition of insurance or self-insuring risks.

PROGRAM FUNCTIONS

- Manage the City's comprehensive general liability, property, loss control, Workers' Compensation, long-term disability and unemployment insurance programs, including self-insurance programs and excess insurance for catastrophic loss.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Comply with new Medicare, Medicaid and SCHIP Act of 2007 (MMSEA), requiring to report claims data to the Centers for Medicare and Medicaid Services (CMS).
- Provide safety training and monitor/report on City legal compliance with workplace safety requirements.
- Transition to a new third-party administrator for Workers' Compensation.
- Investigate strategies and alternatives to mitigate rising insurance costs in each area of the insurance program.
- Provide periodic reports to department managers on status of Workers' Compensation claims, costs and claims mitigation strategies; monitor and report on cost impacts of new laws aimed at reducing Workers' Compensation costs.
- Oversee and manage City-wide ergonomic program.

SN/BUD
LHP-541-06^

**FINANCE AND ADMINISTRATIVE SERVICES - RISK MANAGEMENT
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Risk Manager	1	1	1
Administrative Analyst I/II	1	0 *1	0
Program Assistant	0	1 *1	1
Total Permanent	2	2	2
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	2	2	2

*1 Reclassified the Administrative Analyst I/II position to Program Assistant.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 415,970 *1	469,195 *1	478,078 *1
Supplies and Other Services	2,305,248	3,106,648	3,106,648
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 2,721,218	3,575,843	3,584,726

*1 Includes \$200,000 for workers' compensation claims.

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Miscellaneous Revenue	\$ 73,442	22,750	39,735
TOTAL REVENUES	\$ 73,442	22,750	39,735

**FINANCE AND ADMINISTRATIVE SERVICES - RISK MANAGEMENT
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 316,963 *1	395,802 *1	396,239 *1
Wages	18,256	1,500	1,500
Benefits	80,751	71,893	80,339
	<u>\$ 415,970</u>	<u>469,195</u>	<u>478,078</u>

*1 Includes \$200,000 for workers' compensation claims.

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 443	5,000	5,000
Maintenance and Operations	0	0	0
Utilities	0	0	0
Professional/Technical Svcs	224,356	391,550 *1	391,550
Other Expenses	2,080,449	2,710,098 *2	2,710,098
	<u>\$ 2,305,248</u>	<u>3,106,648</u>	<u>3,106,648</u>

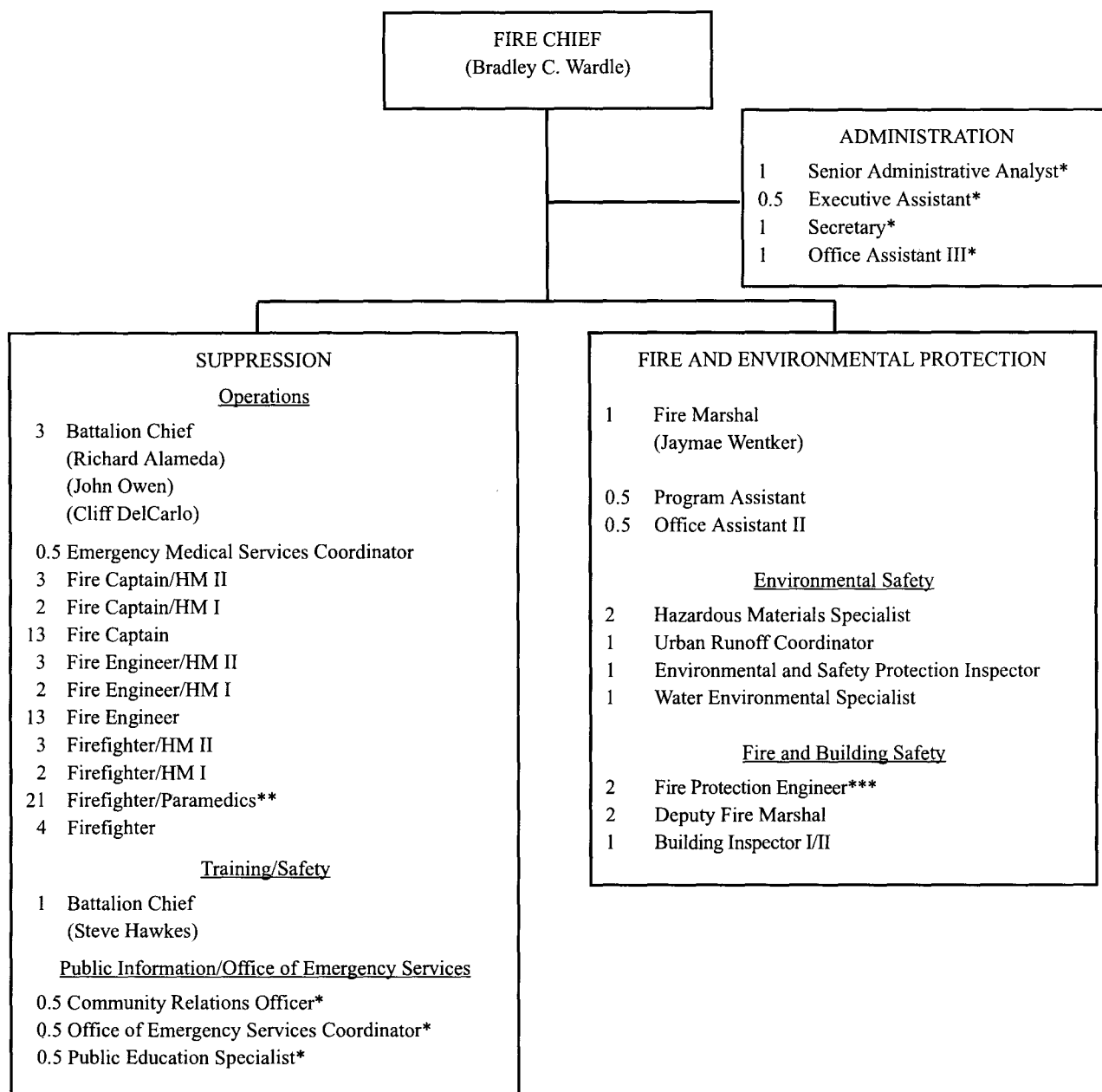
*1 Includes increased funding of \$20,000 for mandatory medicare reporting changes.

*2 Includes increased fundings of \$37,000 for liability insurances and \$28,500 for workers' compensation excess insurance.

NOTES

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FIRE DEPARTMENT



FISCAL YEAR 2010-11 POSITION TOTALS: 87.0 Full-Time
1.5 Permanent Part-Time

* These positions directly report to the Police Department but support the Fire Department.

** Authorization of 21 Paramedics includes Engineer and Firefighter/Hazardous Materials II levels.

*** Located in Community Development Department but budgeted in Fire Department.

FIRE DEPARTMENT

The Fire Department provides disaster preparedness and recovery training, fire prevention and housing code enforcement, fire suppression, rescue, emergency medical care, hazardous materials incident response and prevention, industrial waste discharge and general surface water pollution prevention and other services to the community. Department equipment and personnel are strategically deployed throughout the City to rapidly assist citizens when emergencies occur.

ADMINISTRATION

Administration is responsible for management of the Fire Department. The division provides strategic planning, leading, managing and supporting Fire Department personnel, and programs in the accomplishment of the department's mission.

SUPPRESSION DIVISION

The Suppression Division consists of the Operations, the Personnel and Training and the Office of Emergency Services/Public Information Sections.

The Operations Section provides firefighting, hazardous materials incident, paramedic and rescue response services from five fire stations strategically located throughout the City. Firefighters also conduct fire prevention inspections, public education, equipment and facilities maintenance, as well as ongoing training activities. Paramedic Firefighters are assigned to every fire station.

The Personnel and Training Section plans, schedules and provides training to Firefighters. The section also coordinates the Firefighter recruitment and selection process.

The Office of Emergency Service/Public Information Section is responsible for disaster preparedness and coordinates disaster response.

FIRE AND ENVIRONMENTAL PROTECTION DIVISION

The Fire and Environmental Protection Division consists of the Environmental Safety and the Fire and Building Safety Sections.

The Environmental Safety Section is responsible for the enforcement of local hazardous materials storage codes, State underground chemical storage tank regulations, industrial waste discharge, and Federal and State regulations related to the control of industrial waste and storm water runoff. Efforts are aimed at preventing uncontrolled releases and movement of hazardous and toxic substances.

The Fire and Building Safety Section is responsible for conducting the City's fire and housing code enforcement programs, fire cause investigations and technical support to the Suppression Division.

NOTES

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FIRE DEPARTMENT SUMMARY

DEPARTMENT MANAGER–FIRE CHIEF

DEPARTMENT MISSION STATEMENT

To save lives and property, protect the environment and minimize risks of fire and natural disaster by translating service requests into action and investing in education, training and prevention.

DEPARTMENT FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved. (M 1, 2, 3)
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers.
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers, comply with applicable Federal, State and local requirements. (M 4, 5)
- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program. (M 5)
- Maintain a rental housing inspection program.

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- In conjunction with the Public Works Department, receive and place into service the new Rescue and Hazardous Materials Response vehicles.
- Support the construction of Fire Station No. 5.
- Implement Emergency Preparedness Program enhancements.
- Continue to develop and implement a cross-training program for Fire and Environmental Protection Division staff to provide improved efficiency and customer service.

FIRE DEPARTMENT SUMMARY

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Suppression:					
1. Percent of time a first in fire engine arrives on a structure fire scene within six minutes of dispatch	100%	97% ^(A)	100%	100%	100%
2. Percent of time the second due fire engine arrives on a structure fire scene within eight minutes of dispatch	100%	100%	100%	100%	100%
3. Percent of emergency medical Code 3 calls where responding unit arrived within six minutes of dispatch	>90%	95.1%	>90%	94.5%	>90%
Fire and Environmental Protection:					
4. Percent of plans checked within five working days of receipt by division	100%	100%	100%	100%	100%
5. Number of inspections conducted by Environment Safety Section	800	1,744 ^(B)	1,100	1,214 ^(C)	1,500

^(A) Two fires over target in first quarter due to long travel distance to destination: The first fire engine arrived on scene in 6:21 minutes; the second fire engine arrived in 6:35 minutes due to training at Station No. 4 and fire location near Station No. 1. Response was within target during second, third and fourth quarters.

^(B) Fiscal Year 2008-09 target reduced based on expected increase in staff training; however, less than anticipated training resulted in a significant increase in inspections.

^(C) Inspections higher due to filling of vacant position.

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LHP-140-01^

**FIRE
DEPARTMENT SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Fire Chief	1	1	1
Battalion Chief	4	4	4
Fire Marshal	1	1	1
Community Relations Officer	0	0	0.50 *2
Office of Emergency Services Coordinator	1	1	0.50 *2
Emergency Medical Services Coordinator	1	1	0.50 *3
Fire Protection Engineer	2	2	2
Deputy Fire Marshal	2	2	2
Public Education Officer	1	1	0.50 *2
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *1	21 *1	21 *1
Firefighter	4	4	4
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Environmental & Safety Protection Inspector	1	1	1
Water Environmental Specialist	1	1	1
Program Assistant	0.50	0.50	0.50
Building Inspector I/II	1	1	1
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	0.50 *4
Secretary	0	0	1 *2
Office Assistant III	1	1	1
Office Assistant I/II	0.50	0.50	0.50
Total Permanent	89	89	88.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	89	89	88.50

*1 Authorization of 21 Paramedics includes Engineer level and Firefighter/HM II level.

*2 Transferred 0.5 Community Relations Officer and one Secretary positions from the Police Department and transferred 0.5 Office of Emergency Services Coordinator and 0.5 Public Education Specialist positions to the Police Department.

*3 Reduced the Emergency Medical Services Coordinator position to half-time.

*4 Eliminated one Executive Assistant position and transferred 0.5 Executive Assistant position from the Police Department.

**FIRE
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Fire Administration	\$ 390,491	702,387	749,351
Fire Suppression	16,322,061	16,678,411	17,515,730
Fire and Environmental Protection	1,712,025	2,322,772	2,333,660
	<u>\$ 18,424,577</u>	<u>19,703,570</u>	<u>20,598,741</u>

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 17,278,084	18,338,044	19,081,591
Supplies and Other Services	759,309	838,832	963,692
Capital Outlay	125,369	163,394	182,458
Interfund Expenditures	261,815	363,300	371,000
TOTAL EXPENDITURES	<u>\$ 18,424,577</u>	<u>19,703,570</u>	<u>20,598,741</u>

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 16,957,926	17,720,615	18,571,115
General Non-Operating	116,471	160,099	233,993
Building Services	159,568	374,637	362,548
Shoreline Regional Park Community	75,223	110,178	113,478
Wastewater	1,115,389	1,338,041	1,317,607
TOTAL FUNDING	<u>\$ 18,424,577</u>	<u>19,703,570</u>	<u>20,598,741</u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses & Permits	\$ 457,638	460,060	461,110
Fines and Forfeitures	10,540	6,500	1,000
State Intergovernmental Revenue	9,967	15,000	15,000
General Service Charges	192,560	179,870	190,284
Miscellaneous Revenue	739,747	273,247	271,779
TOTAL REVENUES	<u>\$ 1,410,452</u>	<u>934,677</u>	<u>939,173</u>

NOTES

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FIRE—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE CHIEF

PROGRAM MISSION STATEMENT

To provide leadership and management to Fire Department divisions; identify related needs of the community and effectively manage department resources toward meeting those needs.

PROGRAM FUNCTIONS

- Develop long-range plan process for modifications and changes in departmental activity based upon changing conditions.
- Keep City Management and Council apprised of enhanced service level alternatives.
- Act as a liaison between the department, other jurisdictions and agencies to maximize the effectiveness of the organization and to share resources when appropriate.
- Analyze and plan for the department's capital and personnel needs based upon budget cycle.
- Keep current on legislation that affects Fire Department-related services.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Assist and provide support to the new Fire Chief during the transition period after appointment.
- Provide support and direction to department managers and the OES Coordinator.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Executive Assistant Position (Vacant): (\$52,500)

Eliminates 0.5 Executive Assistant position currently vacant. A consolidation of Fire and Police administrative support functions is under way, including the sharing of an Executive Assistant by the Fire Chief and Police Chief.

Impact: Adjusts funding to reflect the new organizational structure.

DMcK/BUD
LHP-140-02^

**FIRE - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Fire Chief	1	1	1
Senior Administrative Analyst	1	1	1
Executive Assistant	1	1	0.50 *1
Secretary	0	0	1 *2
Office Assistant III	1	1	1
Total Permanent	4	4	4.50
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	4	4	4.50

*1 Eliminated one Executive Assistant position and transferred 0.5 Executive Assistant position from the Police Department.

*2 Transferred one Secretary position from the Police Department.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 351,028	636,693	681,057
Supplies and Other Services	29,229	53,294	53,294
Capital Outlay	0	0	0
Interfund Expenditures	10,234	12,400	15,000
TOTAL EXPENDITURES	\$ 390,491	702,387	749,351

**FIRE - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 236,776	450,288	460,682
Wages	1,313	0	0
Benefits	112,939	186,405	220,375
	<u>\$ 351,028</u>	<u>636,693</u>	<u>681,057</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 21,161	38,364	38,364
Maintenance and Operations	461	2,000	2,000
Utilities	0	0	0
Professional/Technical Svcs	0	3,000	3,000
Other Expenses	7,607	9,930	9,930
	<u>\$ 29,229</u>	<u>53,294</u>	<u>53,294</u>

FIRE—SUPPRESSION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE CHIEF

PROGRAM MISSION STATEMENT

To provide a well-trained, effective response force that safeguards lives and property and protect the environment by providing services which reduce the risk or losses incurred by fire, medical emergencies, hazardous materials incidents and natural disasters, and to prepare City staff and community for response to and recovery from natural and man-made disasters.

PROGRAM FUNCTIONS

- Respond quickly to all emergencies and take appropriate actions thereby reducing loss of life, property and environmental damage while ensuring the safety of all Fire personnel involved.
- Maintain a professional level of operational readiness as Firefighters, Paramedics, Emergency Medical Technicians, Hazardous Materials First-Responders, Hazardous Materials Technicians and Rescuers.
- Provide annual training and coordination for City staff and residential and business community volunteers on disaster preparedness, response and recovery.
- Participate in ongoing fire and life safety activities through public education, community training, prefire planning and fire prevention inspections.
- Seek out and consider for organizational incorporation cost-effective innovations in equipment and methodologies.
- Maintain the Emergency Operations Center (EOC) in a state of readiness.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- In conjunction with the Public Works Department, receive and place into service the new Rescue and Hazardous Materials Response vehicles.
- Support the construction of Fire Station No. 5.
- Implement Emergency Preparedness Program enhancements.
- Conduct quarterly Safety Review Committee meetings.
- Continue ongoing efforts to ensure high quality of emergency medical services delivery through use of continuous quality improvement program.
- Conduct Firefighter recruitment and promotional processes as directed.
- Develop a standard set of training objectives and lesson plans for monthly Hazardous Materials training.
- Develop a standard set of training objectives and implement monthly USAR training.

FIRE—SUPPRESSION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Emergency Medical Service Coordinator Position (Vacant): (\$69,700)

Reduces the Emergency Medical Service Coordinator position to half-time. The position has been vacant since last fiscal year and the Fire Department has determined that the work can be accomplished by a part-time employee or via contract. *Impact: Reducing the position to half-time fully implements the change.*

Safety Training: \$5,300

Provides funding for on-line safety courses which include OSHA mandates, NFPA standards, emergency response procedure and equipment, driver safety and supervisory training subjects. *Impact: Maintains desired level of service.*

Renegotiated Purchasing Contracts: (\$1,200)

The Purchasing staff has worked very diligently over the past year-and-a-half to renegotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated in the City's laundry services contract. *Impact: No service level impact.*

- General Non-Operating Fund

Turnout Coat and Pant Replacement (Limited-Period): \$90,000

Provides limited-period funding to replace 45 sets of turnouts in order to meet industry standards and be in compliance with NFPA. *Impact: Provides resources needed to comply with industry standards and NFPA.*

Firefighter Recruitment (Limited-Period): \$33,000

Provides limited-period funding to hire three new Firefighters, in addition to the funding for two in the operating budget. *Impact: Provides resources to fill vacancies.*

Promotional Assessment (Limited-Period): \$24,600

Provides limited-period funding to conduct two separate promotional assessment centers to fill anticipated vacancies. All candidate eligibility lists will expire by July 2010. *Impact: Provides resources to fill vacancies.*

Bioterrorism Exposure Medication (Rebudget): \$2,500

Rebudgets funding for the initial replacement of antibiotics for bioterrorism exposure. *Impact: Maintains safety standards.*

DMcK/BUD/LHP-140-03^

**FIRE - SUPPRESSION
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Battalion Chief	4	4	4
Community Relations Officer	0	0	0.50 *2
Office of Emergency Services Coordinator	1	1	0.50 *2
Emergency Medical Service Coordinator	1	1	0.50 *3
Public Education Specialist	1	1	0.50 *2
Fire Captain/HM II	3	3	3
Fire Captain/HM I	2	2	2
Fire Captain	13	13	13
Fire Engineer/HM II	3	3	3
Fire Engineer/HM I	2	2	2
Fire Engineer	13	13	13
Firefighter/HM II	3	3	3
Firefighter/HM I	2	2	2
Firefighter/Paramedic	21 *1	21 *1	21 *1
Firefighter	4	4	4
Total Permanent	73	73	72
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	73	73	72

*1 Authorization of 21 Paramedics includes Engineer, Firefighter/HM II and Firefighter/HM I levels.

*2 Transferred 0.5 Community Relations Officer position from the Police Department and transferred 0.5 Office of Emergency Services Coordinator and 0.5 Public Education Specialist positions to the Police Department.

*3 Reduced the Emergency Medical Services Coordinator position to half-time.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 15,439,730	15,662,579	16,360,109
Supplies and Other Services	540,482	537,238	655,163
Capital Outlay	119,702	163,394	182,458
Interfund Expenditures	222,147	315,200	318,000
TOTAL EXPENDITURES	\$ 16,322,061	16,678,411	17,515,730

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
General Licenses & Permits	\$ 44	40	40
State Intergovernmental Revenue	9,967	15,000	15,000
General Service Charges	702	0	0
Miscellaneous Revenue	724,945	243,247	241,779
TOTAL REVENUES	\$ 735,658	258,287	256,819

FIRE - SUPPRESSION PROGRAM SUMMARY

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 11,530,728	11,206,354 *1	11,626,636
Wages	11,728	0	0
Benefits	3,897,274	4,456,225	4,733,473
	<u>\$ 15,439,730</u>	<u>15,662,579</u>	<u>16,360,109</u>

*1 Includes increased funding of \$50,000 for fire suppression overtime.

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 220,701	216,529 *2	215,379 *5
Maintenance and Operations	51,922	65,496	65,496
Utilities	53,753	63,170	64,970
Professional/Technical Svcs	73,282	83,345 *3	88,625 *6
Other Expenses	140,824 *1	108,698 *4	220,693 *7
	<u>\$ 540,482</u>	<u>537,238</u>	<u>655,163</u>

*1 Includes limited-period expenditures for fire emergency response clothing (turnout) replacements, miscellaneous on-board equipment, wildland boot replacement and neighborhood CERT teams seed grants.

*2 Includes increased funding of \$2,500 for bioterrorism exposure medication.

*3 Includes increased funding of \$5,000 for automated external defibrillator (AED) contract maintenance and reduced funding of \$60,000 to eliminate placeholder funding for Reverse 9-1-1.

*4 Includes limited-period fundings of \$25,800 for emergency response clothing (turnout) replacements, \$9,800 for miscellaneous on-board equipment (rebudget balance) and \$2,500 for bioterrorism exposure medication.

*5 Includes reduced funding of \$1,200 for laundry services.

*6 Includes increased funding of \$5,300 for safety training.

*7 Includes limited-period fundings of \$90,000 for turnout coat and pant replacement, \$33,000 for firefighter recruitment costs, \$24,600 for promotional assessments, and \$2,500 for bioterrorism exposure medication (rebudget).

FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

PROGRAM MANAGER—FIRE MARSHAL

PROGRAM MISSION STATEMENT

To protect the health, safety and welfare of the community through a comprehensive program emphasizing fire prevention, fire investigation, public education/outreach, environmental compliance and housing inspection.

PROGRAM FUNCTIONS

- Ensure that facilities using or storing hazardous materials, or discharging wastewater into the sanitary or storm sewers, comply with applicable Federal, State and local requirements.
- Maintain an ongoing fire prevention program, hazardous materials and underground storage tank inspection program.
- Maintain a rental housing inspection program.
- Maintain an effective permitting program requiring businesses to submit critical information about their hazardous materials storage, use and wastewater discharge practices.
- Identify and remove any abandoned or unmonitored underground storage tanks which may have contained hazardous materials.
- Review and inspect facilities discontinuing the use or storing of hazardous materials.
- Review plans and inspect new construction projects for compliance with applicable codes and ordinances.
- Provide technical assistance at hazardous materials incidents.
- Provide counseling and education for juvenile fire setters to prevent repeat offenses.
- Investigate all suspicious, fatal and high-dollar-loss fires to determine cause, origin and circumstances.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue to develop and implement a cross-training program for Fire and Environmental Protection Division staff to provide improved efficiency and customer service.
- Continue working with the Community Development Department (Building and Planning) and City Attorney's Office to enhance interdepartmental efficiency.
- Work cooperatively with City staff and Santa Clara County fire agencies to review and adopt the 2010 California Fire and Building Codes, amend City ordinances as necessary to reflect new and amended code provisions.

FIRE—FIRE AND ENVIRONMENTAL PROTECTION PROGRAM SUMMARY

- Meet with IT staff to develop a strategic plan for enhancing the division's current permitting database to meet State-mandated electronic reporting requirements of Hazardous Materials Business Plan information.

MAJOR PROGRAM CHANGES

- General Non-Operating Fund:

Building and Fire Code Books and Training (Limited-Period): \$6,900

Provides limited-period funding for the new 2009 Building and Fire Codes (published in June 2010) and training for staff. *Impact: Maintains desired level of service.*

DMcK/BUD
LHP-140-04^

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Fire Marshal	1	1	1
Fire Protection Engineer	2	2	2
Deputy Fire Marshal	2	2	2
Haz Mat Specialist	2	2	2
Urban Runoff Coordinator	1	1	1
Environmental & Safety Protection Inspector	1	1	1
Water Environmental Specialist	1	1	1
Building Inspector I/II	1	1	1
Program Assistant	0.50	0.50	0.50
Office Assistant I/II	0.50	0.50	0.50
Total Permanent	12	12	12
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	12	12	12

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 1,487,326	2,038,772	2,040,425
Supplies and Other Services	189,598	248,300	255,235
Capital Outlay	5,667	0	0
Interfund Expenditures	29,434	35,700	38,000
TOTAL EXPENDITURES	\$ 1,712,025	2,322,772	2,333,660

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
General Licenses & Permits	\$ 457,594	460,020	461,070
Fines and Forfeitures	10,540	6,500	1,000
General Service Charges	191,858	179,870	190,284
Miscellaneous Revenue	14,802	30,000	30,000
TOTAL REVENUES	\$ 674,794	676,390	682,354

**FIRE - FIRE AND ENVIRONMENTAL PROTECTION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,000,710	1,464,499	1,438,979
Wages	65,051	0	0
Benefits	421,565	574,273	601,446
	<u>\$ 1,487,326</u>	<u>2,038,772</u>	<u>2,040,425</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 13,466	26,425	26,425
Maintenance and Operations	1,261	4,425	4,425
Utilities	2,949	800	800
Professional/Technical Svcs	162,911	201,200	201,200
Other Expenses	9,011 *1	15,450	22,385 *2
	<u>\$ 189,598</u>	<u>248,300</u>	<u>255,235</u>

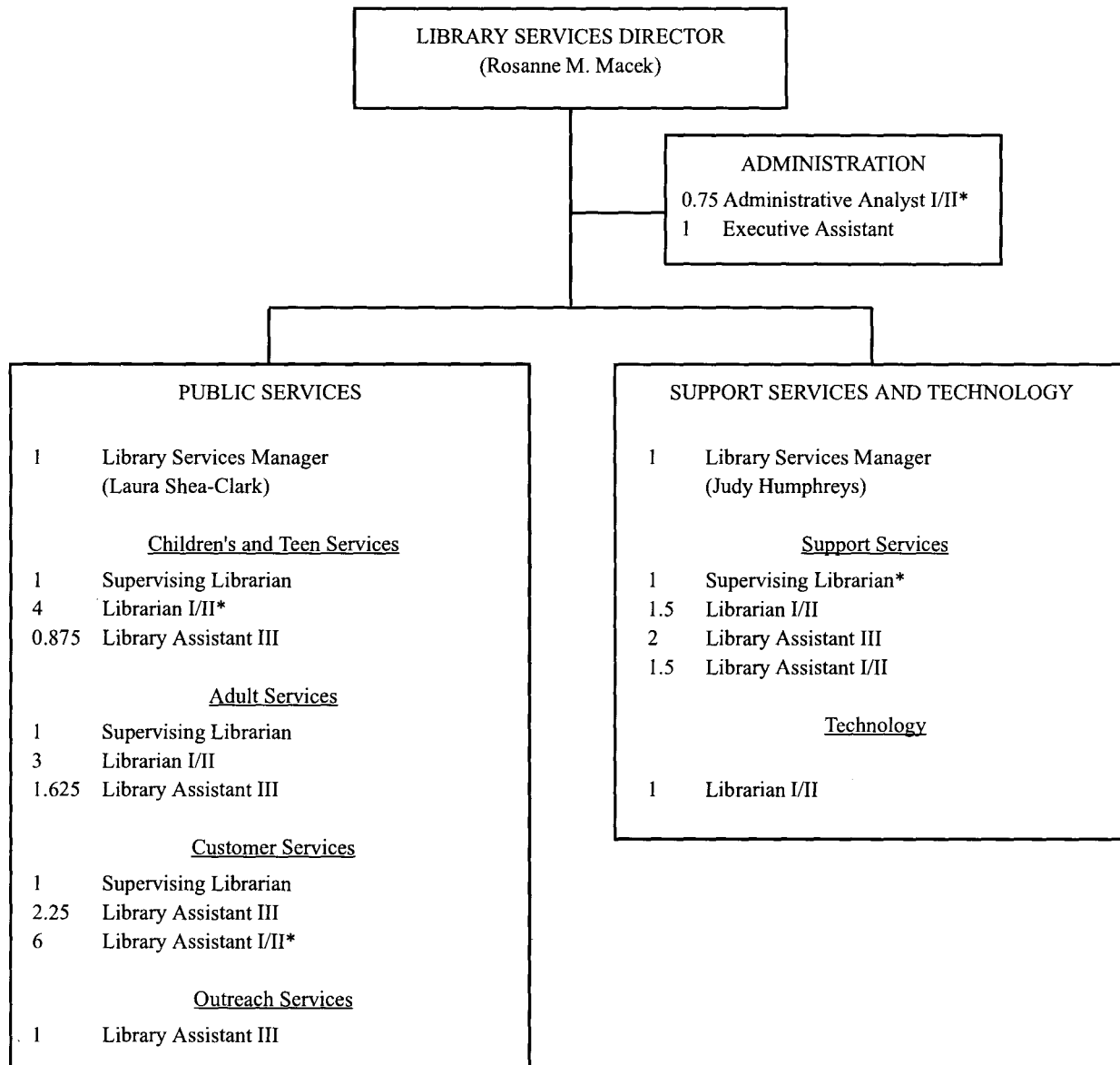
*1 Includes limited-period expenditures for building and fire codes.

*2 Includes limited-period funding of \$6,900 for building and fire code books and training.

NOTES

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LIBRARY SERVICES DEPARTMENT



FISCAL YEAR 2010-11 POSITION TOTALS: 20.0 Full-Time
 13.5 Permanent Part-Time

*Unfunded 0.75 Administrative Analyst I/II, 1.0 Librarian I/II, 0.75 Library Assistant I/II and 1.0 Supervising Librarian positions.

LIBRARY SERVICES DEPARTMENT

The Library Services Department is responsible for the planning and provision of library services. The Library's mission is to be "the information center for our diverse community providing a dynamic place to share resources and ideas, to find joy in reading and to experience the power of lifelong learning." Library resources are made easily accessible to the community.

The Library Services Department participates in cooperative regional services and resource-sharing to meet the needs of all residents in the area.

ADMINISTRATION

Administration is responsible for the management of the Library Services Department. General administration of the Library includes: strategic planning, budget, personnel, facility management and community relations. Administration also supports the Library Board of Trustees.

PUBLIC SERVICES DIVISION

The Public Services Division consists of Children's and Teen Services, Adult Services, Customer Services and Outreach Services.

Children's and Teen Services provides a full range of materials, services and programs to children, parents, adults working with children, agencies and organizations serving children and educational institutions. Children's Services include: providing a carefully selected collection of materials, arranging classes to visit the Library, promoting reading and communication skills through storytelling, book talks, musical and other special programs, reading readiness programs and preparing special reading lists. Teen Services provides materials and services to meet the special interests and needs of teens, including a group study area, textbook collection and a collection of popular books and music CDs.

Adult Services provides access to information relating to vocational, educational, recreational, cultural and self-improvement needs. Activities

include selecting library materials and providing instruction and assistance in their use, including electronic resources. Staff provides individual assistance as well as training to use Library resources and the Internet; and coordinates programs on topics of interest to the community as well as book lists and displays. The Section cooperates with community education programs and maintains a local history collection in cooperation with the Mountain View Historical Association.

Customer Services is responsible for the lending and tracking of library materials loaned to the public, registering customers, issuing Library cards, and collecting overdue fines and damage costs. Materials located outside the Library's collection are made available to the public through the Link+ service, which is a consortium of academic and public libraries. This section also provides the timely return of Library materials to the shelves and maintains the orderliness of the Library's materials collection.

Outreach Services provides materials and services to day-care centers, senior living facilities and employment sites. With the assistance of volunteers, home delivery of materials is provided each month to nonmobile residents through the Library's Special Outreach Services (SOS).

SUPPORT SERVICES AND TECHNOLOGY DIVISION

The Support Services and Technology Division provides support and maintenance of the Library's automation and catalog systems and purchasing, physical processing and maintenance of all materials in the Library's collection. This division also oversees the management and operation of the Library's automated catalog, integrated library system, personal computers, access to the Internet and virtual resources as well as the Library's web page. The catalog and virtual resources are available from home or office computers 24 hours a day using the Internet.

NOTES

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LIBRARY SERVICES DEPARTMENT SUMMARY

DEPARTMENT MANAGER-LIBRARY SERVICES DIRECTOR

DEPARTMENT MISSION STATEMENT

The City of Mountain View Public Library is the information center for our diverse community, providing a dynamic place to share resources and ideas, to find joy in reading and to experience the power of lifelong learning.

DEPARTMENT FUNCTIONS

- Provide quality services, programs and systems that enhance the quality of community life. (M 1, 2, 3, 4, 5, 6)
- Provide a welcoming, comfortable, well maintained and safe facility and environment for all customers to use and enjoy. (M 1, 5)
- Offer a variety of library materials, technology resources and reference and readers' assistance to help customers meet their information and recreational reading needs. (M 1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12)
- Provide a quality collection of popular and enduring materials for customers to use and borrow. (M 2, 3, 4, 6, 7, 8, 9, 10, 11, 12)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Review and restructure Library Services as necessary based on budget reductions.
- Continue to implement and utilize new technologies to improve services and communication and to provide additional efficiencies.
- Develop a plan to improve and potentially expand the volunteer program, including interns.
- Develop a conceptual plan for Children's Services area and Community Room space.

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Public Services:					
1. Number of visitors and Library customers	875,000	857,197	900,000	627,928	900,000
2. Number of items circulated per capita	22	22	24	17	24
3. Number of items circulated per registered borrower	16	18	18	14	18
4. Reference questions answered per capita		New for FY 09-10	1.5	0.9	1.5
5. Number of children participating in children's programs	32,000	35,959	30,000	16,563	30,000
6. Circulation per FTE (including hourly staff)	30,000	36,444	33,000	27,285	36,000
7. Percent of circulation that is customer self-check	>80%	96%	>95%	95.9%	>95%
8. Percent of materials returned at automated returns		New for FY 09-10	>85%	91.1%	>90%
9. Turnover rate (total collection):	5	5.06	5.5	4	5.5
Support Services:					
10. Average number of calendar days between receipt of new item and availability to check out		New for FY 09-10	<35	27	<28
11. New book and media titles cataloged		New for FY 09-10	15,000	10,997	13,000
12. New book and media items processed		New for FY 09-10	25,000	23,794	24,000

KEB/BUD
LHP-026-01

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Library Services Director	1	1	1
Library Services Manager	2	2	2
Supervising Librarian	4	4	4 *1
Librarian I/II	9.50	9.50 *1	9.50 *1
Administrative Analyst I/II	0.75	0.75 *1	0.75 *1
Executive Assistant	1	1	1
Library Assistant III	7.75	7.75	7.75
Library Assistant I/II	7.50	7.50	7.50 *1
Total Permanent	<u>33.50</u>	<u>33.50</u>	<u>33.50</u>
Total Part-Time Hourly	<u>11.21</u>	<u>11.21</u>	<u>11.21</u>
TOTAL POSITIONS	<u><u>44.71</u></u>	<u><u>44.71</u></u>	<u><u>44.71</u></u>

*1 Unfunded one Librarian I/II and 0.75 Administrative Analyst I/II positions for Fiscal Year 2009-10 and in addition, unfunded one Supervising Librarian and 0.75 Library Assistant I/II positions for Fiscal Year 2010-11.

<u>DEPARTMENT PROGRAMS</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Library Services Administration	\$ 713,279	592,132	520,171
Public Services	3,248,172	3,328,650	3,207,692
Support Services and Technology	932,298	918,085	945,566
	<u><u>\$ 4,893,749</u></u>	<u><u>4,838,867</u></u>	<u><u>4,673,429</u></u>

**LIBRARY SERVICES
DEPARTMENT SUMMARY**

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 3,963,772	3,984,694	3,906,556
Supplies and Other Services	852,214	768,873	731,373
Capital Outlay	71,151	75,000	25,500
Interfund Expenditures	6,612	10,300	10,000
TOTAL EXPENDITURES	<u>\$ 4,893,749</u>	<u>4,838,867</u>	<u>4,673,429</u>

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 4,833,188	4,761,367	4,651,929
General Non-Operating	60,561	77,500	21,500
TOTAL FUNDING	<u>\$ 4,893,749</u>	<u>4,838,867</u>	<u>4,673,429</u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
State Intergovernmental Revenue	\$ 59,626	28,000	28,000
Federal Intergovernmental Revenue	175	0	0
General Service Charges	139,157	205,450	148,150
Miscellaneous Revenue	84,582	4,212	500
TOTAL REVENUES	<u>\$ 283,540</u>	<u>237,662</u>	<u>176,650</u>

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LIBRARY SERVICES—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES DIRECTOR

PROGRAM MISSION STATEMENT

To provide administrative leadership, planning and support to effectively and efficiently offer comprehensive library services to a diverse community.

PROGRAM FUNCTIONS

- Provide quality services, programs and systems that enhance the quality of community life.
- Provide a welcoming, comfortable, well-maintained and safe facility and environment for all customers to use and enjoy.
- Provide administrative support for the Library staff, Library Board and the community.
- Oversee the effective management of resources.
- Develop and monitor the Library budget.
- Provide staff with appropriate training and team-building opportunities to strengthen the delivery of library services to the community.
- Provide information about library services and programs and promote library services to the diverse Mountain View community.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Review and restructure Library services, as necessary, based on budget reductions.
- Continue to implement and utilize new technologies to improve services and communication and to provide additional efficiencies.
- Develop a plan to improve and potentially expand the volunteer program, including interns.
- Develop a conceptual plan for Children's Services area and Community Room space.

KEB/BUD
LHP-026-02^

**LIBRARY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Library Services Director	1	1	1
Administrative Analyst I/II	0.75	0.75 *1	0.75 *1
Executive Assistant	1	1	1
Total Permanent	<u>2.75</u>	<u>2.75</u>	<u>2.75</u>
Total Part-Time Hourly	<u>0.25</u>	<u>0.31 *2</u>	<u>0.25 *3</u>
TOTAL POSITIONS	<u><u>3</u></u>	<u><u>3.06</u></u>	<u><u>3.00</u></u>

*1 Unfunded 0.75 Administrative Analyst I/II position.

*1 Moved hours from the Public Services Program.

*2 Moved hours to the Public Services Program.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 410,436	378,609	356,148
Supplies and Other Services	231,692	138,523	138,523
Capital Outlay	71,151	75,000	25,500
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u><u>\$ 713,279</u></u>	<u><u>592,132</u></u>	<u><u>520,171</u></u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
State Intergovernmental Revenue	\$ 59,626	28,000	28,000
General Service Charges	13,264	12,700	13,400
Miscellaneous Revenue	82,808	1,712	500
TOTAL REVENUES	<u><u>\$ 155,698</u></u>	<u><u>42,412</u></u>	<u><u>41,900</u></u>

**LIBRARY SERVICES - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 289,856	271,407	239,484
Wages	45,606	40,487	38,674
Benefits	74,974	66,715	77,990
	<u>\$ 410,436</u>	<u>378,609</u>	<u>356,148</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 81,022	25,000 *1	25,000
Maintenance and Operations	8,936	59,367 *2	59,367
Utilities	7,661	10,000	10,000
Professional/Technical Svcs	25,946	28,311	28,311
Other Expenses	108,127	15,845 *1	15,845
	<u>\$ 231,692</u>	<u>138,523</u>	<u>138,523</u>

*1 Includes reduced funding of \$14,600 for supplies and staff development.

*2 Includes increased funding of \$20,000 for automated materials handling/RFID equipment maintenance.

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LIBRARY SERVICES—PUBLIC SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES MANAGER

PROGRAM MISSION STATEMENT

To develop and offer a variety of services and programs for customers of all ages, develop quality library collections, provide lending services.

PROGRAM FUNCTIONS

- Provide quality services, programs and systems that enhance the quality of community life.
- Offer a variety of library materials, technology resources and reference and readers' assistance to help customers meet customer needs.
- Measure and monitor customer satisfaction.
- Provide a quality collection of popular and enduring materials for customers to use and borrow.
- Provide efficient lending services.
- Improve access to library materials by providing a variety of outreach services to the community.
- Offer a variety of programs, services and training for all ages and groups.
- Shelf materials in all sections of the Library accurately and in a timely manner.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Provide appropriate training and cross-training for various levels of staff.
- Promote and use on-line, virtual and social networking tools and resources.
- Increase efficiencies in work flows and programs.
- Review and develop programs, services and collection to meet customer needs.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Public Services and Programs

(\$68,000)

Unfunds 0.75 Library Assistant I/II position currently vacant. *Impact: Reduces staff resources available that will result in Library customers experiencing longer wait times for services.*

KEB/BUD/LHP-026-03^

**LIBRARY SERVICES - PUBLIC SERVICES
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Library Services Manager	1	1	1
Supervising Librarian	3	3	3
Librarian I/II	7	7	7 *2
Library Assistant III	5.75	5.75	5.75
Library Assistant I/II	6	6	6 *2
Total Permanent	22.75	22.75	22.75
Total Part-Time Hourly	9.72	9.66 *1	9.72 *3
TOTAL POSITIONS	32.47	32.41	32.47

*1 Moved hours to the Administration Program.

*2 Unfunded one Librarian I/II and 0.75 Library Assistant I/II positions.

*3 Moved hours from the Administration Program.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 2,720,539	2,799,150	2,715,992
Supplies and Other Services	521,021	519,200	481,700
Capital Outlay	0	0	0
Interfund Expenditures	6,612	10,300	10,000
TOTAL EXPENDITURES	\$ 3,248,172	3,328,650	3,207,692

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Federal Intergovernmental Revenue	\$ 175	0	0
General Service Charges	125,535	192,500 *1	134,500
Miscellaneous Revenue	1,774	2,500	0
TOTAL REVENUES	\$ 127,484	195,000	134,500

*1 Includes increased revenue from new e-commerce and collection agency modules.

**LIBRARY SERVICES - PUBLIC SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,690,889	1,737,582	1,616,306
Wages	391,377	359,015	395,235
Benefits	638,273	702,553	704,451
	<u>\$ 2,720,539</u>	<u>2,799,150</u>	<u>2,715,992</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 505,783	457,000 *2	457,000
Maintenance and Operations	3	0	0
Utilities	0	0	0
Professional/Technical Svcs	14,700	24,700 *3	24,700
Other Expenses	535 *1	37,500 *4	0
	<u>\$ 521,021</u>	<u>519,200</u>	<u>481,700</u>

*1 Includes limited-period expenditures for mobile library services in the Castro school area, for the library collection, and for the Mountain View Reads Together program.

*2 Includes reduced fundings of \$50,000 for Library collections and \$4,200 for supplies and staff development.

*3 Includes increased funding of \$12,000 for collection agency services (costs offset by revenue).

*4 Includes limited-period fundings of \$35,300 for mobile library services in the Castro school area (\$2,800 rebudget balance) and \$2,200 for the Mountain View Reads Together program (rebudget balance).

LIBRARY SERVICES—SUPPORT SERVICES AND TECHNOLOGY PROGRAM SUMMARY

PROGRAM MANAGER—LIBRARY SERVICES MANAGER

PROGRAM MISSION STATEMENT

To manage the Integrated Library System and technology-based resources and services. Maintain the on-line catalog, acquire and maintain the Library collections and provide and support resource sharing services. Maintain the Library web page and other virtual resources.

PROGRAM FUNCTIONS

- Provide quality services and systems that enhance the quality of community life.
- Provide a quality collection of popular and enduring materials for customers to use and borrow.
- Order, receive, catalog, classify and process print, media and electronic items in a timely manner.
- Maintain the physical condition of the Library's collection.
- Create and maintain the quality of the Library catalog to facilitate locating and using print, media and virtual resources in the Library's collection.
- Maintain the Library's computer and other technology systems and make recommendations for the purchase of hardware and software to support the Library's service objectives.
- Provide access to materials not held in the Library's collection and lend Mountain View materials through resource sharing.
- Oversee public-access computers and staff equipment and peripherals.
- Liaise with City IT staff and maintain the Library's web page and other virtual and technology-based information systems.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue to implement and utilize new technologies and functionality of the Integrated Library System to improve work flow and customer service.
- Utilize and provide opportunities for volunteers and interns.
- Provide appropriate training and cross-training for various levels of staff.

LIBRARY SERVICES—SUPPORT SERVICES AND TECHNOLOGY PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Unfund 1.0 Supervising Librarian Position:

(\$122,000)

Unfunds 1.0 Supervising Librarian position currently filled. Combines responsibilities of the Supervising Librarian and the division manager in the Support Services Division. *Impact: Redefines work responsibilities, changes work procedures, delegates some tasks, potentially outsources some tasks and may affect timeliness of projects and some services.*

KEB/BUD
LHP-026-04^

**LIBRARY SERVICES - SUPPORT SERVICES AND TECHNOLOGY
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Library Services Manager	1	1	1
Supervising Librarian	1	1	1 *2
Librarian I/II	2.50	2.50 *1	2.50
Library Assistant III	2	2	2
Library Assistant I/II	1.50	1.50	1.50
Total Permanent	8	8	8
Total Part-Time Hourly	1.24	1.24	1.24
TOTAL POSITIONS	9.24	9.24	9.24

*1 Unfunded one Librarian I/II position.

*2 Unfunded one Supervising Librarian position.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 832,797	806,935	834,416
Supplies and Other Services	99,501	111,150	111,150
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	\$ 932,298	918,085	945,566

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Service Charges	\$ 358	250	250
TOTAL REVENUES	\$ 358	250	250

**LIBRARY SERVICES - SUPPORT SERVICES AND TECHNOLOGY
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 590,196	564,556	563,125
Wages	35,754	36,718	37,147
Benefits	206,847	205,661	234,144
	<u>\$ 832,797</u>	<u>806,935</u>	<u>834,416</u>

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 55,257	51,000 *1	51,000
Maintenance and Operations	458	0	0
Utilities	0	0	0
Professional/Technical Svcs	43,761	58,150	58,150
Other Expenses	25	2,000 *1	2,000
	<u>\$ 99,501</u>	<u>111,150</u>	<u>111,150</u>

*1 Includes reduced funding of \$11,200 for supplies and staff development.

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POLICE DEPARTMENT

POLICE CHIEF/ASSISTANT CITY MANAGER OF PUBLIC SAFETY

(Scott S. G. Vermeer)

ADMINISTRATION	
0.5	Senior Administrative Analyst*
0.5	Executive Assistant
1	Secretary
1	Office Assistant III
<u>Professional Standards</u>	
1	Police Sergeant
<u>Crime Prevention and False Alarms</u>	
1	Community Services Officer*
<u>Crime Analysis</u>	
1	Crime Analyst
0.5	Police Assistant III*
<u>Community Action and Information/Office of Emergency Services</u>	
0.5	Community Relations Officer
0.5	Office of Emergency Services Coordinator
0.5	Public Education Specialist

FIELD OPERATIONS	
1	Police Captain (Max Bosel)
1	Police Support Services Manager
<u>FTO Program/Traffic/Field Operations Teams 1-2</u>	
1	Police Lieutenant
3	Police Sergeant
14	Police Officer
3	Police Officer Overhire**
3	Community Services Officer
0.5	Police Assistant III*
<u>K9/Field Operations Teams 3-4</u>	
1	Police Lieutenant
3	Police Sergeant
13	Police Officer
1	Community Services Officer
<u>Bicycle Patrol</u>	
<u>Field Operations Teams 5-8</u>	
1	Police Lieutenant
4	Police Sergeant
24	Police Officer
2	Community Services Officer
<u>Public Safety Systems</u>	
1	Senior Systems Specialist*
1	Systems Specialist
<u>Management and Fiscal Services</u>	
1	Senior Administrative Analyst

SPECIAL OPERATIONS	
1	Police Captain (Michael Hamlin)
<u>Investigative Services</u>	
1	Police Lieutenant
<u>Specialized Suppression/Property Crimes</u>	
1	Police Sergeant
5	Police Officer
1	Community Services Officer
<u>Person Crimes</u>	
1	Police Sergeant
4	Police Officer
0.5	Police Assistant III*
<u>Regional Task Forces</u>	
1	Police Sergeant
4	Police Officer
<u>Special Services</u>	
1	Police Lieutenant
<u>Youth Services</u>	
1	Police Sergeant
3	Police Officer
<u>Operational Services/Training/Personnel</u>	
2	Police Sergeant
1	Police Records Specialist
<u>Property and Evidence</u>	
1	Property and Evidence Specialist
1	Police Assistant III
<u>Emergency Communications</u>	
1	Communications Operations Supervisor
4	Lead Public Safety Dispatcher
10.5	Public Safety Dispatcher
<u>Records/Court Liaison</u>	
1	Police Records Supervisor
2	Lead Police Records Specialist
9	Police Records Specialist*

FISCAL YEAR 2010-11 POSITION TOTALS: 142.0 Full-Time
2.5 Permanent Part-Time

* Unfunded 0.5 Senior Administrative Analyst, 1.0 Community Services Officer, 1.5 Police Assistant III, 1.0 Senior Systems Specialist and 1.0 Police Records Specialist positions.

** The three Police Officer overhire positions are funded at 50 percent.

POLICE DEPARTMENT

The Police Department is responsible for maintaining the safety and protecting the community by means of crime prevention and educational programs, the apprehension and prosecution of criminals and the management of noncriminal public activities. The department provides uniform police services with its primary functions being responding to criminal activity and calls for service in an effective and timely manner, providing crime suppression and prevention activities. The department provides follow-up investigations, record keeping, processing of arrest warrants and the coordination of personnel and training functions. The department also provides emergency communications services which encompass 9-1-1 answering, dispatch services for Police and Fire, public safety computerized records systems and emergency management.

ADMINISTRATION

Administration is responsible for managing the Police Department. This division is responsible for maintaining the integrity of the department and investigating all complaints against Police employees, for tracking all major community policing actions, providing administrative support to Police and Fire Departments, coordinating and implementing crime prevention activities, crime analysis and relaying public information by maintaining open communications and relationships with local media personnel, and coordinating emergency preparedness and response.

FIELD OPERATIONS DIVISION

The Field Operations Division is responsible for providing all uniform police services to the community. Its primary function includes responding to criminal activity and calls for service in an effective and timely manner and providing crime suppression and prevention activities. Within this division resides Patrol, Traffic Safety, Canine, SWAT, Crisis Negotiations and Bicycle Patrol. In addition, this division is responsible for coordinating the Field Training Officer Program and training all newly hired Police Officers and Reserve Officers in the field. This division is also comprised of

Public Safety Systems which manages the City's various radio systems and public safety computer systems; and Management and Fiscal Services which coordinates the department's facility, grants, budget, as well as other management tasks.

SPECIAL OPERATIONS DIVISION

The Special Operations Division is responsible for reducing and solving crime through prevention, intervention, investigation and suppression activities; supporting patrol; providing Police services for schools and special events; coordination of personnel and functions; coordinating victim services; and providing technical support services. Within this division resides Investigations which includes: Specialized Suppression which addresses narcotic, vice, burglary, fraud, auto theft and high-tech crimes; and Person Crimes which addresses violent crimes, sexual predators, crimes against children and missing persons. Also residing in this division is Special Services which includes: Youth Services which provides school resources, juvenile diversion and gang-suppression activities; Operational Services which manages special events, training, permits and Reserve Officers; Personnel Services; Property and Evidence which is responsible for the collection and safekeeping of property and evidence taken into department custody; Emergency Communications which answers all 9-1-1 and nonemergency calls for public safety, dispatching the most appropriate response of Police, Fire or ambulances and emergency medical dispatch services; and Records, which is responsible for record-keeping activities such as filing, indexing and collecting of records and statistical information, and processing of arrest warrants.

NOTES

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POLICE DEPARTMENT SUMMARY

DEPARTMENT MANAGER-POLICE CHIEF/ ASSISTANT CITY MANAGER OF PUBLIC SAFETY

DEPARTMENT MISSION STATEMENT

To protect life and property while honoring the Constitution and fulfilling our oath of office in order to serve the Mountain View community with professionalism and respect.

DEPARTMENT FUNCTIONS

- Promote a sense of security through comprehensive and proactive prevention programs, apprehend and prosecute criminals and respond timely and professionally to requests for police services. (M 1, 4)
- Work cooperatively with the community, City and other criminal justice agencies in order to protect life and property. (M 1, 2, 3)
- Maintain support services functions to fulfill responsibilities related to systems technologies, records, warrants and property and evidence.
- Provide communication services to the community for Police, Fire and medical emergencies. (M 5, 6)
- Recruit, select, train and retain highly qualified personnel representing the diversity of the Mountain View community. (M 7)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Setting the standard for police professionalism.
- Continue to enhance programs to improve communication with the community.
- Coordinate all-hazards emergency preparedness, response and the recovery for the City.
- Complete the replacement of the computer-aided dispatch and records management systems and implement virtual consolidation with neighboring agencies.
- Provide enhanced gang prevention and intervention services by conducting prevention, intervention and suppression actions to reduce gang activity.
- Provide mentoring and training to prepare career-oriented personnel to assume future leadership roles.

**POLICE
DEPARTMENT SUMMARY**

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Field Operations:					
1. Response Time (10-97) of 4 minutes or less on all Priority E and 1 calls for service	>55.55%	56%	>55%	60.1%	>55%
2. Sustain Part I crimes index below the mean average for cities listed in annual report	2,550 (FY 07-08 index)	3,060 Reported	2,444 (FY 08-09 index)	1,436	TBD (FY 09-10 index)
3. Sustain traffic-related injuries below the average as compared to the Office of Traffic Safety comparable cities	<350	229	<350	144	<350
Special Operations:					
4. Increase Part I crime clearance rate	>25%	23% ^(A)	>25%	26%	>25%
5. Percent of incoming 9-1-1 calls that are answered within 9 seconds of receipt	>95%	98%	>95%	98%	>95%
6. Percent of emergency medical dispatch calls where Emergency Medical Dispatch services were provided to the public	>85%	92%	>85%	96.7%	>85%
7. Percent of Officers in compliance with POST training requirements		New for FY 2009-10	100%	100%	100%

^(A) Low percentage due to significant increases in crimes case load. Property crimes inherently have lower clearance rate when compared to crimes of violence.

MAH/BUD/LHP-310-01^

**POLICE
DEPARTMENT SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Police Chief/Asst. City Manager of Public Safety	1	1	1
Police Captain	2	2	2
Police Support Services Manager	1	1	1
Police Lieutenant	5	5	5
Police Sergeant	14	14	17 *4
Police Agent	6	6	0 *4
Police Officer	67	67	67
Police Officer (Overhire)	3	3	3
Community Relations Officer	1	1	0.50 *5
Office of Emergency Services Coordinator	0	0	0.50 *5
Public Education Officer	0	0	0.50 *5
Senior Systems Specialist	1	1 *2	1 *2
Crime Analyst	1	1	1
Systems Specialist	1	1	1
Communications Operations Supervisor	1	1	1
Lead Public Safety Dispatcher	4	4	4
Public Safety Dispatcher	10.50	10.50	10.50
Police Records Supervisor	1	1	1
Lead Police Records Specialist	2	2	2
Police Records Specialist	10	10	10 *2
Community Services Officer	8	8	8 *2
Property & Evidence Specialist	1	1	1
Police Assistant III	2.50	2.50	2.50 *2
Senior Administrative Analyst	1.50	1.50 *2	1.50 *2
Executive Assistant	1	1	0.50 *5
Secretary	2	2	1 *5
Office Assistant III	1	1	1
Total Permanent	148.50	148.50	144.50
Total Part-Time Hourly	2.36	2.99 *3	2.26 *6
TOTAL POSITIONS	150.86 *1	151.49	146.76 *1

*1 In addition there is a limited-period Public Safety Dispatcher position.

*2 Unfunded the Senior Systems Specialist and 0.5 Senior Administrative Analyst positions for Fiscal Year 2009-10 and in addition, unfunded one Police Records Specialist, one Community Services Officer and 1.5 Police Assistant III positions for Fiscal Year 2010-11.

*3 Added hours for the PAL program.

*4 Mid-year organizational change reclassifying three Police Agent positions to Police Sergeant and eliminating three Police Agent positions.

*5 Transferred 0.5 Community Relations Officer, 0.5 Executive Assistant and one Secretary positions to the Fire Department and transferred 0.5 Office of Emergency Services Coordinator and 0.5 Public Education Specialist positions from the Fire Department.

*6 Reduced hours for the PAL program.

**POLICE
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Police Administration	\$ 2,122,746	1,965,875	1,495,329
Field Operations	15,818,700	16,695,082	16,418,028
Special Operations	9,460,665	10,057,927	10,516,902
	<u>\$ 27,402,111</u>	<u>28,718,884</u>	<u>28,430,259</u>

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 24,175,040	25,478,823	25,137,600
Supplies and Other Services	2,318,065	2,328,261	2,494,759
Capital Outlay	226,846	239,500	115,900
Interfund Expenditures	682,160	672,300	682,000
TOTAL EXPENDITURES	<u>\$ 27,402,111</u>	<u>28,718,884</u>	<u>28,430,259</u>

<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 27,086,304	28,393,701	28,048,727
General Non-Operating	129,470	172,000	254,900
Police Asset Forfeitures	45,930	0	0
Supplemental Law Enforcement Services	104,165	127,183	100,632
Grants	11,686	0	0
Shoreline Regional Park Community	24,556	26,000	26,000
TOTAL FUNDING	<u>\$ 27,402,111</u>	<u>28,718,884</u>	<u>28,430,259</u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses & Permits	\$ 117,683	102,500	114,123
Fines & Forfeitures	752,759	790,000	879,062
Local Intergovernmental Revenue	201,840	195,000	220,820
State Intergovernmental Revenue	141,091	130,000	130,000
Federal Intergovernmental Revenue	51,489	30,000	30,000
General Service Charges	222,974	196,400	391,498
Miscellaneous Revenue	636,524	692,210	543,933
TOTAL REVENUES	<u>\$ 2,124,360</u>	<u>2,136,110</u>	<u>2,309,436</u>

POLICE—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—POLICE CHIEF/ ASSISTANT CITY MANAGER OF PUBLIC SAFETY

PROGRAM MISSION STATEMENT

To provide leadership and direction essential for operational effectiveness.

PROGRAM FUNCTIONS

- Promote a sense of security through comprehensive and proactive prevention programs, apprehend and prosecute criminals and respond timely and professionally to requests for police services.
- Develop a philosophy and provide leadership, management and direction to ensure fair and effective police services.
- Investigate citizen complaints.
- Maintain discipline, recognize exemplary performance and set standards.
- Oversee the use of resources and ensure efficiency and effectiveness.
- Provide administrative support to the Police and Fire Departments

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Setting the standard for police professionalism.
- Continue to enhance programs to improve communication with the community.
- Coordinate all-hazards emergency preparedness, response and recovery for the City.
- Continue programs to improve internal communications and coordination.
- Respond to citizen complaints with timely and credible internal investigations.
- Consolidate administrative support staff to successfully serve the Police and Fire Departments.
- Enhance emergency preparedness programs.

POLICE—ADMINISTRATION PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Unfund Community Services Officer Position: (\$112,800)

Unfunds 1.0 Community Services Officer position currently vacant. The CSO assigned to CAI coordinates Neighborhood Watch and Business Watch outreach efforts, reviews new building project permit applications, oversees the false alarm program, attends community events, conducts presentations on crime and crime prevention and conducts security inspections. *Impact: Eliminates many of the public outreach events while other responsibilities would be assigned to other personnel.*

Executive Assistant Position: (\$52,500)

Eliminates 0.5 Executive Assistant position currently vacant. A consolidation of Fire and Police administrative support functions is under way, including the sharing of an Executive Assistant by the Fire Chief and Police Chief. *Impact: Reflects the new organizational structure.*

Reduce Police Assistant Staffing: (\$47,400)

Unfunds 0.5 Police Assistant position currently filled. *Impact: Reduces the frequency of distribution of crime bulletins to assist in finding suspects, vehicles, etc. The reduced capacity to enter Police reports into the computer system means some information may not be available for other criminal investigations.*

Reduce Police Athletic League (PAL) Support: (\$12,500)

Unfunds hourly wages. The City recently received a Federal Police Athletic League Recovery Act Grant that will offset the current hourly PAL Police Assistant support. The grant will fund an hourly Police Assistant to implement a youth mentoring program. *Impact: Provides economy of scale with an additional person in PAL, allowing the City to reduce the General Operating Fund support for MVPAL by 50.0 percent (\$12,500) and still preserve existing programs and services as well as add the mentoring program services.*

MAH/BUD
LHP-310-02^

**POLICE - ADMINISTRATION
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Police Chief/Asst. City Manager of Public Safety	1	1	1
Police Lieutenant	1	0 *1	0
Police Sergeant	2	2	1 *4
Community Relations Officer	1	1	0.50 *5
Office of Emergency Services Coordinator	0	0	0.50 *5
Public Education Officer	0	0	0.50 *5
Community Services Officer	1	1	1 *2
Senior Administrative Analyst	0.50	0.50 *2	0.50 *2
Crime Analyst	1	1	1
Police Assistant III	0.50	0.50	0.50 *2
Executive Assistant	1	1	0.50 *5
Secretary	1	1	1
Office Assistant III	1	1	1
Total Permanent	11	10	9
Total Part-Time Hourly	0.71	1.34 *3	1.03 *6
TOTAL POSITIONS	11.71	11.34	10.03

*1 Transferred one Police Lieutenant position to the Special Operations program.

*2 Unfunded 0.50 Senior Administrative Analyst position for Fiscal Year 2009-10 and in addition, unfunded one Community Services Officer and 0.5 Police Assistant III positions for Fiscal Year 2010-11.

*3 Added hours for the PAL program.

*4 Transferred one Police Sergeant to the Special Operations program.

*5 Transferred 0.5 Community Relations Officer and 0.5 Executive Assistant positions to the Fire Department and transferred 0.5 Office of Emergency Services Coordinator and 0.5 Public Education Specialist positions from the Fire Department.

*6 Reduced hours for the PAL program.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 1,657,181	1,612,582	1,260,434
Supplies and Other Services	400,529	281,793	184,895
Capital Outlay	30,831	20,000	0
Interfund Expenditures	34,205	51,500	50,000
TOTAL EXPENDITURES	\$ 2,122,746	1,965,875	1,495,329

**POLICE - ADMINISTRATION
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses and Permits	\$ 85,761	82,500	96,385 *1
Fines & Forfeitures	152,455	150,000	160,982
Federal Intergovernmental Revenue	6,585	0	0
General Service Charges	72,002	50,000	229,950 *1
Miscellaneous Revenue	2,067	1,000	500
TOTAL REVENUES	\$ <u>318,870</u>	<u>283,500</u>	<u>487,817</u>

*1 Includes proposed fee increases of \$166,200

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,138,212	1,114,126	841,159
Wages	75,097	53,630	43,439
Benefits	443,872	444,826	375,836
	\$ <u>1,657,181</u>	<u>1,612,582</u>	<u>1,260,434</u>

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 253,682	129,128	76,600 *5
Maintenance and Operations	4,890	29,181 *2	29,181
Utilities	6,925	0	0
Professional/Technical Srvcs	47,401	58,605 *3	30,200 *5
Other Expenses	87,631 *1	64,879 *4	48,914 *5
	\$ <u>400,529</u>	<u>281,793</u>	<u>184,895</u>

*1 Includes limited-period expenditures for additional background investigations.

*2 Transferred \$28,700 for vehicle maintenance from the Support Services program.

*3 Includes increased funding of \$2,500 for transcription services.

*4 Includes limited-period funding of \$15,000 for background investigations.

*5 Personnel function transferred to the Special Operations program.

NOTES

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POLICE—FIELD OPERATIONS PROGRAM SUMMARY

PROGRAM MANAGER—FIELD OPERATIONS CAPTAIN

PROGRAM MISSION STATEMENT

Work cooperatively with the community, City and other criminal justice agencies to provide services that protect and enhance community safety through timely response to calls for service and proactive prevention and enforcement activities.

PROGRAM FUNCTIONS

- Work cooperatively with the community, City and other criminal justice agencies in order to protect life and property in a fair and impartial manner.
- Maintain support services functions to fulfill responsibilities related to systems technologies.
- Provide uniformed police services and patrols to the community.
- Respond to calls for service in a timely manner.
- Investigate crime and unusual incidents, and prepare criminal cases for prosecution.
- Self-initiate problem solving to prevent crime and apprehend law violators.
- Provide traffic safety and enforcement activities.
- Support community outreach and crime prevention activities.
- Work cooperatively with other divisions to seek grants to enhance Police and Fire services.
- Maintain radio, data and 9-1-1 communications for Police, Fire, after-hour public services and contract dispatch services.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Complete the replacement of the computer-aided dispatch and records management systems and implement virtual consolidation with neighboring agencies.
- Develop leadership skills of first-line supervisors.
- Continue to develop partnerships with members of the community as well as organizations in the community to make a positive impact on issues related to quality of life.
- Provide clear communications and information-sharing within the organization as well as fostering a two-way flow of information with the community.
- Proactively suppress emerging crime problems.

POLICE—FIELD OPERATIONS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Internal Police Department Reorganization: (\$512,000)

Eliminates 3.0 positions currently vacant. The Police Department has restructured the Patrol Team staff distribution to more effectively deploy Officers, better matching staffing levels with demand for service. This restructuring includes deploying eight smaller Patrol Teams in place of six larger teams. Of the existing six Agent positions, three are eliminated and three are upgraded to Sergeant positions to supervise the two additional teams and provide leave-staffing coverage. *Impact: Allows a smaller span of control for Police Sergeants and provides for the elimination of the Police Agent rank in patrol staffing.*

Reduce Police Assistant Staffing: (\$47,400)

Unfunds 0.5 Police Assistant position currently filled. *Impact: Eliminates data collection and administrative support for the Traffic Sergeant, requiring the Sergeant to absorb the workload, reducing time available for traffic enforcement. Also, there will be less availability to perform tow impound hearings to evaluate if a vehicle may be released to people who have had their vehicle impounded.*

Supplemental Law Enforcement Services Grant: \$25,800

Shifts 0.15 of a Police Officer position to the General Operating Fund. The City has received State grant funding to provide additional front-line law enforcement services for several years. The original grant amount was sufficient to fund two Police Officers. Since FY 2001-02, the grant amount has diminished while the cost of Police Officers has risen, requiring a shifting of the positions to the General Operating Fund. The minimum grant of \$100,000 covers the cost of approximately 0.55 Police Officer position, a reduction of 0.15 position. *Impact: Maintains desired level of service.*

County-Wide Interoperability Program: \$10,000

Provides additional funding (for a total of \$35,500) for the City's share for the County-wide interoperability program. *Impact: Provides funding for the interoperability project support.*

Miscellaneous Increases: \$9,000

Provides additional funding for Canine veterinary services (\$5,000) due to cost increases and blood alcohol testing services (\$4,000) due to increased enforcement. *Impact: Maintains desired level of service.*

POLICE—FIELD OPERATIONS PROGRAM SUMMARY

Renegotiated Purchasing Contracts:

(\$6,500)

The Purchasing staff has worked very diligently over the past year-and-a-half to renegotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated in the City's school crossing guard contract. *Impact: No service level impact.*

MAH/BUD
LHP-310-03^

**POLICE - FIELD OPERATIONS
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Police Captain	1	1	1
Police Lieutenant	3	3	3
Police Support Services Manager	1	1	1
Police Sergeant	7	7	10 *3
Police Agent	6	6	0 *3
Police Officer	53	51 *1	51
Police Officer (Overhire)	3	3	3
Senior Systems Specialist	1	1 *2	1 *2
Systems Specialist	1	1	1
Community Services Officer	6	6	6
Police Assistant III	0.50	0.50	0.50 *4
Senior Administrative Analyst	1	1	1
Total Permanent	83.50	81.50	78.50
Total Part-Time Hourly	0.72	0.72	0.72
TOTAL POSITIONS	84.22	82.22	79.22

*1 Transferred two Police Officer positions to the Special Operations program.

*2 Unfunded the Senior Systems Specialist position.

*3 Mid-year organizational change reclassifying three Police Agent positions to Police Sergeant and eliminating three Police Agent positions.

*4 Unfunded 0.5 Police Assistant III position.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 13,767,708	14,516,790	14,323,236
Supplies and Other Services	1,332,006	1,490,192	1,500,892
Capital Outlay	149,206	152,500	48,900
Interfund Expenditures	569,780	535,600	545,000
TOTAL EXPENDITURES	\$ 15,818,700	16,695,082	16,418,028

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Fines & Forfeitures	\$ 600,084	640,000	718,080
Local Intergovernmental Revenue	11,873	0	0
State Intergovernmental Revenue	129,045	100,000	100,000
Federal Intergovernmental Revenue	32,957	30,000	30,000
General Service Charges	75,426	76,000	80,000
Miscellaneous Revenue	43,024	20,000	40,000
TOTAL REVENUES	\$ 892,409	866,000	968,080

**POLICE - FIELD OPERATIONS
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 9,853,397	10,395,393 *1	10,126,150
Wages	162,627	101,569	101,870
Benefits	3,751,684	4,019,828	4,095,216
	<u>\$ 13,767,708</u>	<u>14,516,790</u>	<u>14,323,236</u>
*1 Includes increased funding of \$50,000 for overtime.			
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 115,910	91,630	91,630
Maintenance and Operations	296,890	382,665 *1	382,665
Utilities	138,711	227,388	225,588
Professional/Technical Svcs	677,546	686,705 *2	689,205 *3
Other Expenses	102,949	101,804	111,804 *4
	<u>\$ 1,332,006</u>	<u>1,490,192</u>	<u>1,500,892</u>

*1 Includes increased funding of \$6,200 for the Silicon Valley Regional Interoperability Project Network maintenance. Also transferred \$13,500 from the Finance and Administrative Services Department for the City's share of operating costs in the Interoperability program and transferred \$28,700 for vehicle maintenance to the Administration program.

*2 Includes increased fundings of \$26,800 for animal control services and \$3,500 for canine training.

*3 Includes increased funding of \$9,000 for canine veterinary services and blood alcohol testing services and reduced funding of \$6,500 for school crossing guards.

*4 Includes increased funding of \$10,000 for the County-wide interoperability program.

POLICE—SPECIAL OPERATIONS PROGRAM SUMMARY

PROGRAM MANAGER—SPECIAL OPERATIONS CAPTAIN

PROGRAM MISSION STATEMENT

To provide support for the overall mission of the Police Department with emphasis toward the investigation of crime, prevention and suppression of crime, and through the delivery of essential support services.

PROGRAM FUNCTIONS

- Maintain support services functions to fulfill responsibilities related to records, warrants, and property and evidence.
- Provide communication services to the community for Police, Fire and medical emergencies.
- Recruit, select and retain highly qualified personnel representing the diversity of the Mountain View community.
- Support Field Operations by providing resources for follow-up investigations of crime and unusual incidents and prepare criminal cases for prosecution.
- Provide field evidence response and scene processing capabilities.
- Work cooperatively to support local, regional, State-wide and national homeland security efforts.
- Proactively provide suppression efforts for crime problems.
- Support community outreach and crime prevention activities.
- Plan for police needs at special events.
- Coordinate prevention and outreach efforts for youth and schools.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Provide enhanced gang prevention and intervention services by conducting prevention, intervention and suppression actions to reduce gang activity.
- Provide mentoring and training to prepare career-oriented personnel to assume future leadership roles.
- Streamline property and evidence processing.
- Pursue significant narcotic offenders.
- Improve electronic access to crime data and incident reports within the organization.

POLICE—SPECIAL OPERATIONS PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Records Section Staffing: (\$111,000)

Unfunds 1.0 Police Records Specialist position currently filled. The Records Unit will close to external and internal customers from 10:00 p.m. to 5:00 a.m., seven days a week. *Impact: Reassigns time-critical and essential responsibilities to the Emergency Communications Center (ECC) during those hours. Increases work quantity for the remaining Public Records Section staff.*

Reduce Police Assistant Staffing: (\$47,300)

Unfunds 0.5 Police Assistant position currently filled. *Impact: The resources to locate missing persons and make contact with their families will be reduced, as will capacity to provide administrative support to the monitoring of registered sex offenders. This work will transfer to Detectives to prioritize with their existing caseload, which will impact customer service.*

Renegotiating Purchasing Contracts: (\$3,800)

The Purchasing staff has worked very diligently over the past year-and-a-half to renegotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated in the City's shredding services contract. *Impact: No service level impact.*

Miscellaneous Increases: \$1,700

Provides additional funding for County Crime Lab services and Sexual Assault and Rape Team (SART) exams. *Impact: Maintains desired level of service.*

- General Non-Operating Fund:

One Dispatcher Overhire (Limited-Period): \$132,900

Provides limited-period funding to cover staff on leave. The Dispatcher function is critical and loss of staff for an extended period of time incurs excessive overtime and places burdens on other staff. *Impact: Maintains desired level of service.*

Terra Bella Academy (Limited-Period): \$40,000

Provides limited-period funding for services contracted to the Terra Bella Academy. These services are fully reimbursed. *Impact: Provides resources to continue program.*

**POLICE - SPECIAL OPERATIONS
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Police Captain	1	1	1
Police Lieutenant	1	2 *2	2
Police Sergeant	5	5	6 *4
Police Officer	14	16 *3	16
Communications Operations Supervisor	1	1	1
Lead Public Safety Dispatcher	4	4	4
Public Safety Dispatcher	10.50	10.50	10.50
Police Records Supervisor	1	1	1
Lead Police Records Specialist	2	2	2
Police Records Specialist	10	10	10 *5
Community Services Officer	1	1	1
Property and Evidence Specialist	1	1	1
Police Assistant III	1.50	1.50	1.50 *5
Secretary	1	1	0 *6
Total Permanent	54	57	57
Total Part-Time Hourly	0.51	0.51	0.51
TOTAL POSITIONS	54.51 *1	57.51	57.51 *1

*1 In addition there is a limited-period Public Safety Dispatcher position.

*2 Transferred one Police Lieutenant position from the Administration program.

*3 Transferred two Police Officer positions from the Field Operations program.

*4 Transferred one Police Sergeant from the Administration program.

*5 Unfunded one Police Records Specialist and 0.5 Police Assistant III positions.

*6 Transferred the Secretary position to the Fire Department.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 8,750,151	9,349,451	9,553,930
Supplies and Other Services	585,530	556,276	808,972
Capital Outlay	46,809	67,000	67,000
Interfund Expenditures	78,175	85,200	87,000
TOTAL EXPENDITURES	\$ 9,460,665	10,057,927	10,516,902

**POLICE - SPECIAL OPERATIONS
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Licenses & Permits	\$ 15,961	10,000	17,738
Fines and Forfeitures	220	0	0
Local Intergovernmental Revenue	189,967	195,000	220,820
State Intergovernmental Revenue	49	30,000	30,000
Federal Intergovernmental Revenue	11,947	0	0
General Service Charges	37,773	45,200	81,548 *1
Miscellaneous Revenue	576,308	539,605	503,433
TOTAL REVENUES	\$ 832,225	819,805	853,539

*1 Includes proposed fee increases of \$55,000.

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 6,436,806	6,824,971	6,874,953
Wages	77,765	55,148	55,205
Benefits	2,235,580	2,469,332	2,623,772
	\$ 8,750,151	9,349,451	9,553,930

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 124,513	122,025	173,053 *3
Maintenance and Operations	13,632	9,999	9,999
Utilities	32,585	0	0
Professional/Technical Svcs	245,449	250,920 *2	276,688 *3/4
Other Expenses	169,351 *1	173,332	349,232 *3/5
	\$ 585,530	556,276	808,972

*1 Includes limited-period expenses for one Public Safety Dispatch Overhire.

*2 Includes increased funding of \$3,700 for CAL-ID services.

*3 Personnel function transferred from the Administration program.

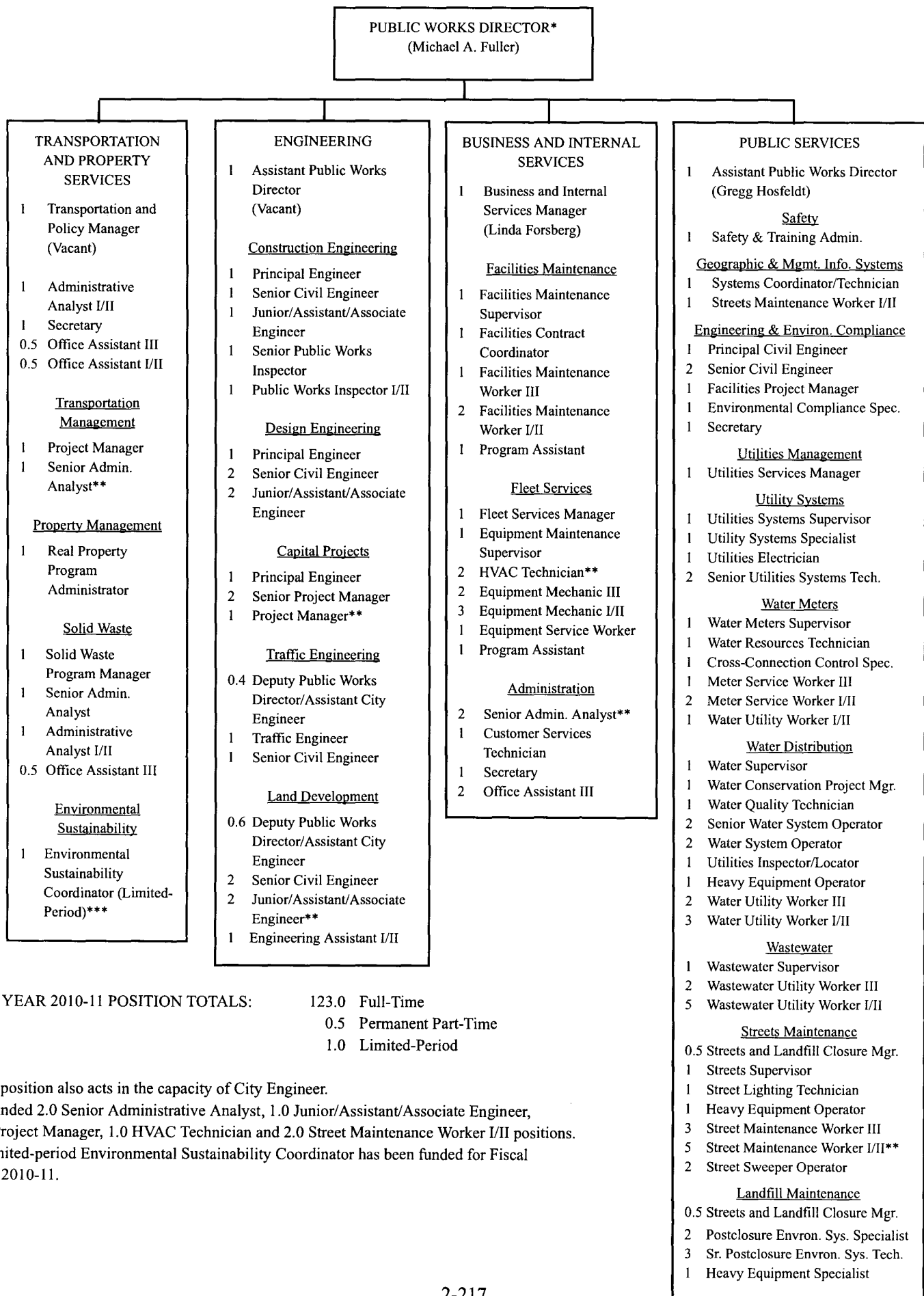
*4 Includes reduced funding of \$3,800 for shredding services.

*5 Includes increased funding of \$1,700 for County Crime Lab services and SART exams. Also includes limited-period fundings of \$132,900 for one Public Safety Dispatcher Overhire and \$40,000 for the Terra Bella Academy.

NOTES

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PUBLIC WORKS DEPARTMENT



FISCAL YEAR 2010-11 POSITION TOTALS:	123.0	Full-Time
	0.5	Permanent Part-Time
	1.0	Limited-Period

* This position also acts in the capacity of City Engineer.

****Unfunded 2.0 Senior Administrative Analyst, 1.0 Junior/Assistant/Associate Engineer, 0.5 Project Manager, 1.0 HVAC Technician and 2.0 Street Maintenance Worker I/II positions.**

*** A limited-period Environmental Sustainability Coordinator has been funded for Fiscal Year 2010-11.

PUBLIC WORKS DEPARTMENT

The Public Works Department plans, designs, reviews, constructs, operates, maintains and improves the City's infrastructure, facilities, utilities, property and equipment and provides other services, including solid waste management, traffic engineering and private development permitting.

ADMINISTRATION

Administration manages the department by providing leadership, policy development, administrative and technical support, career development and training opportunities.

TRANSPORTATION AND PROPERTY SERVICES DIVISION

The Transportation and Property Services Division consists of Transportation Management, Property Management, Environmental Sustainability and Solid Waste Management. The division also provides clerical services for the Engineering Division.

Transportation Management reviews, analyzes and evaluates City and regional transportation issues, studies, programs and policies which impact the City, developing recommendations for improvements. Transportation Management is the liaison and advocate for City positions with County, regional and State agencies involved in transportation planning and provides support to the Council Transportation Committee and the Bicycle/Pedestrian Advisory Committee. This section also coordinates and submits requests for Public Works Department grants.

Property Management manages appraisals, sales and acquisitions of City property.

Solid Waste Management develops and implements residential/commercial waste reduction and recycling programs and manages waste disposal and SMaRT® Station recycling contracts.

Environmental Sustainability develops and manages community-wide and City facility and operations programs to reduce greenhouse gases and create a sustainable community.

ENGINEERING DIVISION

The Engineering Division consists of Construction Engineering, Design Engineering, Capital Projects, Traffic Engineering and Land Development Engineering.

Construction Engineering performs inspections for compliance with plans, specifications, regulations, ordinances and policies pertaining to capital projects and off-site private developments.

Design Engineering prepares or reviews engineering studies, surveys, designs, specifications and contract documents for the construction of public works projects.

Capital Projects plans, directs and coordinates the design and overall management of major capital projects and studies in the City's capital improvement program involving multiple design disciplines.

Traffic Engineering plans, designs and implements traffic operational improvements for the safe and convenient movement and circulation of vehicles, bicycles and pedestrians within the City. Traffic Engineering also maintains traffic-related records such as accidents, counts and speeds, and conducts surveys and studies necessary to analyze traffic situations.

Land Development Engineering establishes development conditions for approval and reviews the accuracy and completeness of private development plans, specifications, plats, maps, property descriptions and engineering calculations submitted for City approval. Land Development Engineering also assists developers, consultants, engineers and the public in complying with Public Works Department conditions.

PUBLIC WORKS DEPARTMENT (CONT.)

BUSINESS AND INTERNAL SERVICES DIVISION

The Business and Internal Services Division consists of Facilities Maintenance, Fleet Services and Administration.

Facilities provides safe, clean and reliable facilities for employees and their clients. The program maintains, inspects and improves buildings to comply with regulations, minimize operational and ownership costs, and maximize building life.

Fleet Services provides safe, reliable, economical, and high-quality vehicles and equipment to City departments. This program performs vehicle and equipment services to comply with regulations, minimize operational and ownership costs, and maximize safety and equipment life. Fleet Services also maintains the City's inventory of alternative fuel vehicles.

Administration develops operating and capital project budgets and financial reports, contract management, and energy management and alternative energy development.

Administration also manages customer service programs, including graffiti abatement, shopping cart retrieval and water customer service responses.

PUBLIC SERVICES DIVISION

The Public Services Division consists of Safety, Geographic and Management Information Systems, Engineering and Environmental Compliance, Utilities Maintenance and Streets and Landfill Maintenance.

Safety manages the occupational safety program for the Public Works and Community Services Departments, including accident and illness prevention and coordinates workplace safety training. This section also provides emergency response planning for Public Works.

Geographic and Management Information Systems provides system development and maintenance services to Public Works.

Engineering and Environmental Compliance is responsible for the design and permitting of all landfill postclosure systems and ensuring the regulatory guidelines for landfill maintenance and other Public Services programs are met. This section also administers capital improvement and miscellaneous engineering projects.

Utilities Maintenance manages the City's water and wastewater systems. The Water Operation consists of utility systems, water meters and water distribution and installs, operates and maintains the equipment and facilities to distribute approximately 12.0 million gallons of water per day to approximately 17,000 customers in the Mountain View service area. The Water Operation also operates and maintains the City's recycled water system. The Wastewater Operation installs, operates and maintains the sanitary sewer and storm drain systems. Sanitary sewer activities include installing sewer laterals, cleanouts and connections, clearing sewer blockages and pumping sewage to the Palo Alto Regional Water Quality Control Plant. Storm drain activities include cleaning storm lines and catch basins, maintaining City retention basins and operating pump stations.

Streets and Landfill Maintenance maintains and repairs the City's improved and unimproved streets, sidewalks, curbs and gutters, bikeways, public parking lots and parking lots at City facilities. Street Maintenance also maintains the striping and markings on streets, curbs and public parking lots and installs, maintains and repairs City street signs and streetlights.

Landfill Maintenance operates the Flare Station, microturbines and leachate and gas extraction system, and maintains the landfill cap.

SN/BUD/541-04-01-10OFH^

PUBLIC WORKS DEPARTMENT SUMMARY

DEPARTMENT MANAGER—PUBLIC WORKS DIRECTOR

DEPARTMENT MISSION STATEMENT

Plan, design, review, construct, operate, maintain and improve the City's infrastructure, facilities, utilities, property and equipment.

DEPARTMENT FUNCTIONS

- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Manage the acquisition, lease and disposal of City real property.
- Meet State-mandated solid waste landfill diversion goals by maximizing commercial and residential recycling. (M 1)
- Represent the City in matters relating to, and provide for, solid waste collection and disposal.
- Prepare the City's annual Capital Improvement Program and assist other departments with project planning and proposals.
- Implement the City's annual Capital Improvement Program. (M 2, 3)
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies. (M 4)
- Provide for safe, efficient and convenient circulation of vehicles, bicycle and pedestrian traffic within the community.
- Deliver quality responsive customer service and furnish clear, accurate and timely information to citizens, the City Council and City departments.
- Manage department customer service programs, including shopping cart collection and graffiti abatement.
- Manage the City's facility maintenance and improvement efforts to ensure safe and aesthetically pleasing facilities and provide project management and contract administration services. (M 6)
- Assist in the procurement and maintain the City's vehicle and equipment fleet. (M 7, 8)
- Manage occupational safety programs and practices in the Public Works and Community Services Departments.
- Operate and maintain wastewater collection and discharge systems and the recycled water supply and distribution system. (M 9, 10)
- Operate and maintain the City's potable water supply system. (M 11, 12)

PUBLIC WORKS DEPARTMENT SUMMARY

- Meet all applicable Federal, State and local regulations and ensure employees are properly certified and trained in their job responsibilities.
- Maintain 147 miles of public streets, sidewalks, parking lots and streetlight systems. (M 5)
- Operate and maintain the cap/leachate/gas extraction systems for the City's closed landfills. (M 13)

MAJOR DEPARTMENTAL GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Represent the City's water supply interests through the Bay Area Water Supply and Conservation Agency (BAWSCA) and Santa Clara Valley Water District.
- Implement the elements of the Environmental Sustainability Action Plan identified by the City Council for action in Fiscal Year 2009-10 and seek additional funding opportunities and partnerships to promote and implement short- and long-term environmental sustainability initiatives in the residential/business sectors of the community.
- Continue to evaluate strategies to leverage City-owned properties (including downtown) and to acquire other properties to accomplish City objectives.
- Assess the Rengstorff Avenue/California Street neighborhood to look at the state of walkability and lighting safety, park use (and pedestrian access) for families and the existing Community Center, in conjunction with the City Manager's Office and the Community Services Department.
- Prepare the Fiscal Year 2011-16 Capital Improvement Program.
- Provide support in the coordination of private development projects, including, but not limited to:
 - West Evelyn Avenue Developments
 - South Whisman Precise Plan Area
 - Hewlett-Packard/Mayfield Site
 - Grant/Levin Property
 - San Antonio Shopping Center
- Continue to monitor and participate in the Santa Clara Valley Water District's Permanente Creek flood protection project.
- Ensure the design and construction of programmed capital projects remain on schedule and within budget.
- Continue to monitor and participate in the High-Speed Rail project.
- Begin construction of Fire Station No. 5 in the City's North Bayshore Area.
- Begin construction of the Mariposa/West Dana Park.
- Begin construction of the Stevens Creek Trail from Sleeper Avenue to Dale Avenue/Heatherstone Way.
- Begin construction of the Permanente Creek, Old Middlefield Way/Highway 101 grade separation.

PUBLIC WORKS DEPARTMENT SUMMARY

- Complete the Rengstorff Park Master Plan.
- Complete design of new athletic fields in Shoreline Regional Park.
- Continue implementing water-saving technologies for City operations and expanding community-wide water conservation programs to meet State water conservation goals.
- Continue providing landscaping selection assistance, irrigation Best Management Practices guidance and on-site support to recycled water system customers.

PERFORMANCE/WORKLOAD MEASURES

	2008-09 Target	2008-09 Actual	2009-10 Target	2009-10 9 Months	2010-11 Target
Transportation and Property Services:					
1. Pounds of disposed waste per person per day	New for FY 09-10	4.4 ^(A)	<7.8	4.6	<7.8
Engineering:					
2. Percent of construction projects completed with less than 10.0% time increase over the original contract award	>85%	100%	>85%	83% ^(B)	>85%
3. For Capital Improvement Projects, the number of times the amount of low bid is within 25% of the Engineer's Estimate	<25%	11%	<25%	37% ^(C)	<25%
4. Percent of time all tentative maps and private development applications are reviewed within the departmental standard review time	>90%	73% ^(D)	>90%	76% ^(E)	>90%
5. Pavement condition index for asphalt (Metropolitan Transportation Commission rating scale of 0-100, 70-100 being very good)	>75	75	>75	75	>75
Business and Internal Support Services:					
6. Percent of Facilities Division work orders completed in 30 days or less	>85%	86%	>85%	85.4%	>85%
7. Percent of Fleet's preventive maintenance work orders completed within 30 days of schedule	>80%	40% ^(F)	>80%	40% ^(F)	>80%
8. Percent of time frontline fleet units are available (Public Services and Community Services field vehicles)	>90%	98%	>90%	98%	>90%
Public Services:					
9. Number of feet of sewer mains cleaned	>400,000	605,647	>400,000	397,724	>400,000
10. Total number of sanitary sewer overflows	<20	4	<20	8	<12 ^(G)
11. Total number of water main breaks	<6	10 ^(H)	<6	1	<6
12. Total number of water quality reportable events	<110	113 ^(I)	<110	98	<110
13. Total number of air/or water quality reportable events at the closed landfills	<2	0	<2	1	<4 ^(J)

PUBLIC WORKS DEPARTMENT SUMMARY

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- ^(A) As of September 26, 2008, State law requires jurisdictions to report disposal rates rather than diversion rates. Disposal rates are measured as pounds per person per day. The disposal rate target set by the State for Mountain View is 7.8 pounds per person per day. Actual disposal must be less than this target.
 - ^(B) There were 2 out of 12 projects that did not meet the target through the third quarter.
 - ^(C) Variances were less than the Engineer's Estimate because of the favorable bidding climate.
 - ^(D) There were 63 out of 86 projects reviewed within the standard review time.
 - ^(E) There were 81 out of 106 projects reviewed within the standard review time.
 - ^(F) Some work being outsourced to reduce backlog. Performance in Fiscal Years 2008-09 and 2009-10 are consistent with three prior fiscal year actual figures.
 - ^(G) Target adjusted due to consistent decrease during the last four fiscal years.
 - ^(H) Staff made some adjustments to the Graham Reservoir pump station during second quarter to reduce water pressure spikes that may have caused some of the breaks in first and second quarters. In the third quarter two of the three breaks were caused by corrosion; the cause of the third break is unknown. In the fourth quarter the break was caused by a water main joint misalignment.
 - ^(I) High volume of phone calls from residents about how to remove chloramine from the water due to a statement in the 2008 Consumer Confidence Report (CCR) about chloramine disinfectant in Mountain View's drinking water.
 - ^(J) Target adjusted due to increase in landfill regulation and monitoring requirements.

GAH/BUD/LHP-761-01^

**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Public Works Director	1	1	1
Assistant Public Works Director	2	2	2
Deputy Public Works Director/Asst. City Engineer	1	1	1
Business and Internal Services Manager	1	1	1
Transportation and Policy Manager	1	1	1
Utilities Services Manager	1	1	1
Streets and Landfill Closure Manager	1	1	1
Fleet Services Manager	1	1	1
Solid Waste Program Manager	1	1	1
Principal Civil Engineer	4	4	4
Senior Civil Engineer	8	8	8
Senior Project Manager	2	2	2
Transportation Planner	0	0	1 *5
Traffic Engineer	1	1	1
Project Manager	2	2 *2	1 *2/5
Facilities Project Manager	1	1	1
Water Conservation Project Manager	0	1 *3	1
Real Property Program Administrator	1	1	1
Safety and Training Administrator	1	1	1
Senior Administrative Analyst	4	4 *2	4 *2
Utilities Systems Supervisor	1	1	1
Water Meters Supervisor	1	1	1
Water Supervisor	1	1	1
Wastewater Supervisor	1	1	1
Streets Supervisor	1	1	1
Equipment Maintenance Supervisor	1	1	1
Facilities Maintenance Supervisor	1	1	1
Facilities Contract Coordinator	1	1	1
Jr/Asst/Associate Engineer (Civil)	5	5 *2	5 *2
Administrative Analyst I/II	1	1	2 *5
Environmental Compliance Specialist	1	1	1
Utility Systems Specialist	1	1	1
Postclosure Environmental Systems Specialist	2	2	2
Utilities Electrician	1	1	1
HVAC Technician	2	2	2 *2
Water Quality Technician	1	1	1
Senior Public Works Inspector	1	1	1
Senior Water System Operator	2	2	2
Senior Utilities Systems Technician	2	2	2
Senior Postclosure Environmental Systems Tech	3	3	3
Street Lighting Technician	1	1	1
Engineering Assistant I/II	1	1	1
Heavy Equipment Specialist	2	1 *4	1
Subtotal Permanent	68	68	69

**PUBLIC WORKS
DEPARTMENT SUMMARY**

POSITIONS CONTINUED	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Balance Forward	68	68	69
Water Resource Technician	1	1	1
Water System Operator	3	2	2
Cross-Connection Cntrl Specialist	1	1	1
Public Works Inspector I/II	1	1	1
Utilities Inspector/Locator	1	1	1
Heavy Equipment Operator	1	2 *4	2
Facilities Maintenance III	1	1	1
Facilities Maintenance I/II	2	2	2
Equipment Mechanic III	2	2	2
Equipment Mechanic I/II	3	3	3
Equipment Service Worker	1	1	1
Streets Maintenance Worker III	3	3	3
Streets Maintenance Worker I/II	6	6 *2	6 *2
Streetsweeper Operator	2	2	2
Meter Service Worker III	1	1	1
Meter Service Worker I/II	2	2	2
Water Utility Worker III	1	2	2
Water Utility Worker I/II	4	4	4
Wastewater Utility Worker III	2	2	2
Wastewater Utility Worker I/II	5	5	5 *2
Customer Service Technician	1	1	1
Systems Coordinator/Technician	1	1	1
Program Assistant	2	2	2
Executive Assistant	1	1	0 *5
Secretary	2	2	3 *5
Office Assistant III	4	4	3 *5
Office Assistant I/II	0.50	0.50	0.50
Total Permanent	122.50	123.50	123.50
Total Part-Time Hourly	1.12	1.12	1.12
TOTAL POSITIONS	123.62 *1	124.62 *1	124.62 *1

*1 In addition there is a limited-period Environmental Sustainability Coordinator position budgeted for the fiscal year.

*2 Unfunded 0.5 Project Manager, one Senior Administrative Analyst, one Associate Civil Engineer and one Streets Maintenance Worker I/II positions for Fiscal Year 2009-10 and in addition, one Senior Administrative Analyst, one HVAC Technician and one additional Streets Maintenance Worker I/II positions for Fiscal Year 2010-11.

*3 Added one Water Conservation Project Manager position.

*4 Reclassified one Heavy Equipment Specialist position to Heavy Equipment Operator.

*5 Reclassified one Project Manager position to Transportation Planner, the Executive Assistant position to an Administrative Analyst I/II, and one Office Assistant III position to Secretary.

**PUBLIC WORKS
DEPARTMENT SUMMARY**

<u>DEPARTMENT PROGRAMS</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Public Works Administration	\$ 736,050	761,991	714,812
Transportation and Property Services	6,398,886	7,218,088	7,491,201
Engineering	2,535,456	2,410,826	2,365,143
Business and Internal Services	5,417,610	6,098,861	5,669,851
Public Services	25,737,409	29,160,850	29,482,307
	<u>\$ 40,825,411</u>	<u>45,650,616</u>	<u>45,723,314</u>
<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 13,125,705	15,003,364	14,513,756
Supplies and Other Services	26,790,051	29,788,082	30,373,588
Capital Outlay	182,127	71,470	40,470
Interfund Expenditures	727,528	787,700	795,500
TOTAL EXPENDITURES	<u>\$ 40,825,411</u>	<u>45,650,616</u>	<u>45,723,314</u>
<u>FUNDING SOURCES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
General Operating	\$ 8,000,388	8,461,415	8,010,210
General Non-Operating	299,415	186,500	170,000
Shoreline Regional Park Community	538,555	652,438	653,894
Water	12,465,397	14,962,141	15,882,826
Wastewater	10,167,147	10,649,605	9,943,920
Solid Waste	7,334,501	8,540,192	8,931,990
Equipment Maintenance and Replacement	2,020,008	2,198,325	2,130,474
TOTAL FUNDING	<u>\$ 40,825,411</u>	<u>45,650,616</u>	<u>45,723,314</u>

**PUBLIC WORKS
DEPARTMENT SUMMARY**

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
General Licenses & Permits	\$ 154,654	84,000	209,298
Rents & Leases	170,753	90,645	92,968
State Intergovernmental Revenue	181,347	100,000	100,000
General Service Charges	274,618	216,683	270,581
Water Service Charges	17,622,695 *1	18,433,146 *1	19,295,736 *1
Wastewater Service Charges	13,178,616 *2	13,875,028 *1	13,863,995 *5
Recycled Water Charges	0	830,687 *3	460,026 *1
Blended Water Charges	688,254	0 *3	0
Refuse Service Charges	6,732,343 *2	9,476,806 *4	9,685,380 *6
Water Main Extensions	109,450	30,000	30,000
Wastewater Main Extensions	112,462	30,000	30,000
Miscellaneous Revenue	434,374	395,400	392,700
Equipment Maintenance Charges	2,136,232	2,352,900	2,391,000
Interfund Revenue Transfers	53,400	53,400	53,400
TOTAL REVENUE	\$ <u>41,849,198</u>	<u>45,968,695</u>	<u>46,875,084</u>

*1 Includes rate increase of 5%.

*2 Includes rate increase of 4%.

*3 Recycled Water program beginning in FY09-10 and discontinued Blended Water program.

*4 Includes rate increase of 7%.

*5 No rate increase.

*6 Includes rate increase of 8%.

NOTES

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PUBLIC WORKS—ADMINISTRATION PROGRAM SUMMARY

PROGRAM MANAGER—PUBLIC WORKS DIRECTOR

PROGRAM MISSION STATEMENT

Coordinate and facilitate the activities of the Public Works Department.

PROGRAM FUNCTIONS

- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Ensure customer service is given the highest priority, and monitor customer satisfaction.
- Provide leadership, administrative support, direction and job-related training for department staff.
- Establish policies and procedures to govern department functions.
- Establish department goals and objectives and track achievements.
- Encourage staff to take advantage of career development opportunities.
- Develop and recommend equitable solid waste, water and wastewater utility rates in conjunction with the Finance and Administrative Services Department.
- Develop and update long-range plans.
- Monitor regulatory requirements and provide support to meet those requirements.
- Create a positive and supportive environment for department employees.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Represent the City's water supply interests through the Bay Area Water Supply and Conservation Agency (BAWSCA) and Santa Clara Valley Water District.
- Oversee the implementation of environmental sustainability program initiatives.
- Monitor workloads to ensure appropriate allocation of resources to priority projects.
- Oversee the planning and implementation of projects recommended in the Water and Sewer Master Plans.
- Implement budget reductions in a manner that maintains service delivery and employee morale.
- Assure the Fiscal Year 2011-16 Capital Improvement Program reflects City Council and community priorities.
- Maximize opportunities for grant funding.

**PUBLIC WORKS - ADMINISTRATION
PROGRAM SUMMARY**

<u>POSITIONS</u>	<u>2008-09 ADJUSTED</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Public Works Director	1	1	1
Assistant Public Works Director	2	2	2
Total Permanent	3	3	3
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	<u>3</u>	<u>3</u>	<u>3</u>

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 704,000	731,561	684,382
Supplies and Other Services	32,050	30,430	30,430
Capital Outlay	0	0	0
Interfund Expenditures	0	0	0
TOTAL EXPENDITURES	<u>\$ 736,050</u>	<u>761,991</u>	<u>714,812</u>

**PUBLIC WORKS - ADMINISTRATION
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 564,599	583,841	535,103
Wages	0	0	0
Benefits	139,401	147,720	149,279
	<u>\$ 704,000</u>	<u>731,561</u>	<u>684,382</u>
<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 17,978	21,400	21,400
Maintenance and Operations	1,566	850	850
Utilities	350	345	345
Professional/Technical Srves	866	2,500	2,500
Other Expenses	11,290 *1	5,335	5,335
	<u>\$ 32,050</u>	<u>30,430</u>	<u>30,430</u>

*1 Includes limited-period expenditures for updating the City's subdivision ordinance.

NOTES

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PUBLIC WORKS—TRANSPORTATION AND PROPERTY SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—TRANSPORTATION POLICY MANAGER

PROGRAM MISSION STATEMENT

Manage transportation planning initiatives, environmental sustainability initiatives, grant opportunities and the sale and management of City-owned real property; provide policy analysis; manage the City's solid waste programs; and coordinate administrative support functions.

PROGRAM FUNCTIONS

- Manage the acquisition, lease and disposal of City-owned real property.
- Meet State-mandated solid waste landfill diversion goals by maximizing commercial and residential recycling.
- Represent the City in matters relating to, and provide for, solid waste collection and disposal.
- Encourage waste reduction and ensure appropriate handling and disposal of household hazardous wastes and other special wastes.
- Administer contracts for refuse collection, disposal and recycling.
- Represent the City in regional transportation issues and congestion management planning.
- Participate in the allocation of transportation funds within the County through the Valley Transportation Authority.
- Support the Council Transportation Committee, Bicycle/Pedestrian Advisory Committee and Council High-Speed Rail Committee.
- Perform analysis and provide information on local and regional transportation planning efforts, including congestion management programs, Caltrain, Measure A and High-Speed Rail programs.
- Pursue grant opportunities.
- Furnish administrative support to the department and help the public resolve Public Works-related inquiries.
- Manage department records retention.
- Manage implementation of the City's adopted Environmental Sustainability Program.

PUBLIC WORKS—TRANSPORTATION AND PROPERTY SERVICES PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Implement the elements of the Environmental Sustainability Action Plan identified by the City Council for action in Fiscal Year 2009-10 and seek additional funding opportunities and partnerships to promote and implement short- and long-term environmental sustainability initiatives in the residential/business sectors of the community.
- Continue to evaluate strategies to leverage City-owned properties (including downtown) and to acquire other properties to accomplish City objectives.
- Monitor High-Speed Rail project and provide analysis and community outreach.
- Seek opportunities to study "Safe Routes to School" around schools in Mountain View.
- Continue to participate on the various VTA committees related to technical transportation and capital funding issues.
- Serve as staff liaison to the Council Transportation Committee, Bicycle/Pedestrian Advisory Committee and Council High-Speed Rail Committee.
- Coordinate and assist in implementation of City bicycle and pedestrian initiatives.
- Pursue grant opportunities to leverage additional funding for City projects.
- Monitor implementation of AB 32 (Global Warming Solutions Act of 2006) efforts.
- Initiate process to consider bidding or extending the City's waste and recycling hauler contract.
- Continue preparation of a long-term zero waste strategy.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reorganize the Public Works Department Administrative Support
and Transportation Sections:

(\$41,200)

Unfunds 1.0 Senior Administrative Analyst position in the Business and Internal Services Program and reclassifies the Executive Assistant position to Administrative Analyst I/II, reclassifies one Office Assistant III position to Secretary and reclassifies one Project Manager position to Transportation Planner. *Impact: Reduces overall administrative, analytical, capital and operating budget support in the Public Works Department. Engineering and project management staff will be required to assume additional duties pertaining to contract execution and oversight and planning, noticing and mailing for public meetings.*

PUBLIC WORKS—TRANSPORTATION AND PROPERTY SERVICES PROGRAM SUMMARY

Pretax Transit Pass Program: \$5,000

Provides funding for administration of a pretax transit pass program. *Impact: Provides resources for the cost of administering a transit pass program.*

- General Non-Operating Fund:

Environmental Sustainability Program (Limited-Period and Rebudget): \$170,000

Provides limited-period funding through June 30, 2011 for the Environmental Sustainability Coordinator position. Cost of this position is partially offset by grants. Rebudgets the balance of funding available for program materials, supplies and services. *Impact: Provides funding to continue the program through Fiscal Year 2010-11.*

- Solid Waste Management:

Food Waste Composting Program: \$151,200

The food waste composting pilot program is well under way with 600 tons of diversion estimated for Fiscal Year 2009-10 and 1,800 tons of diversion estimated for Fiscal Year 2010-11. Customers are charged the same rate for food waste composting as for trash. The avoided disposal costs realized through the SMaRT® Station budget have in the past been adequate to offset the processing payments made to the composting provider. However, due to the overall decreased tonnage at the SMaRT Station resulting in an increase to Mountain View's operating expense, some additional funding will be needed to fund the composting program. *Impact: Provides funding to complete implementation of the program.*

Household Hazardous Waste Program: \$20,000

Program funding for Mountain View's participation in the County-wide Household Hazardous Waste (HHW) Program is included in the SMaRT Station budget, which partially derives revenues from landfill tipping fees. However, that funding only supports participation of up to 4.0 percent of Mountain View households. To ensure that no Mountain View resident is turned away if the 4.0 percent limit is reached, the City Council authorizes augmented funding from the Solid Waste operating budget each year. In the past, this cost has been absorbed through savings in the SMaRT Station budget. However, as this can no longer be absorbed, it is necessary to budget the full cost of participation by Mountain View residents. *Impact: Provides funding to continue the program.*

GAH/BUD
LHP-761-04^

**PUBLIC WORKS - TRANSPORTATION AND PROPERTY SERVICES
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED	
Transportation and Policy Manager	1	1	1	
Solid Waste Program Manager	1	1	1	
Transportation Planner	0	0	1	*4
Real Property Program Administrator	1	1	1	
Project Manager	0	1	0	*4
Senior Administrative Analyst	2	2	2	*3
Administrative Analyst I/II	1	1	2	*4
Executive Assistant	1	1	0	*4
Secretary	0	0	1	*4
Office Assistant III	2	2	1	*4
Office Assistant I/II	0.50	0.50	0.50	
Total Permanent	9.50	10.50	10.50	
Total Part-Time Hourly	0.50	0.50	0.50	
TOTAL POSITIONS	10 *1	11 *1	11 *1	

*1 In addition there is a limited-period Environmental Sustainability Coordinator position budgeted for the fiscal year.

*2 Transferred one Project Manager from the Engineering program.

*3 Unfunded one Senior Administrative Analyst position.

*4 Reclassified one Project Manager position to Transportation Planner, the Executive Assistant position to an Administrative Analyst I/II, and one Office Assistant III position to Secretary.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 1,101,513	1,320,728	1,318,093
Supplies and Other Services	5,297,373	5,895,860	6,171,608
Capital Outlay	0	0	0
Interfund Expenditures	0	1,500	1,500
TOTAL EXPENDITURES	\$ 6,398,886	7,218,088	7,491,201

**PUBLIC WORKS - TRANSPORTATION AND PROPERTY SERVICES
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Rents & Leases	\$ 170,753	90,645	92,968
State Intergovernmental Revenue	181,347	100,000	100,000
General Service Charges	25	0	0
Refuse Service Charges	6,732,343 *1	9,476,806 *2	9,685,380 *3
Miscellaneous Revenue	6,981	9,400	6,700
TOTAL REVENUES	\$ 7,091,449	9,676,851	9,885,048

*1 Includes rate increase of 4%.

*2 Includes rate increase of 7%.

*3 Includes rate increase of 8%.

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 834,957	982,291	953,176
Wages	13,973	29,838	29,848
Benefits	252,583	308,599	335,069
	\$ 1,101,513	1,320,728	1,318,093

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 30,392	42,305	41,755
Maintenance and Operations	0	0	0
Utilities	4,729,659	5,429,950	5,698,398 *4
Professional/Technical Svcs	295,509	206,950 *2	229,950 *5
Other Expenses	241,813 *1	216,655 *3	201,505 *6
	\$ 5,297,373	5,895,860	6,171,608

*1 Includes limited-period expenditures for the environmental sustainability program.

*2 Includes increased funding of \$4,600 for Congestion Management Association dues and decreased funding of \$70,000 for Commuter Check Program.

*3 Includes increased funding of \$3,000 for environmental sustainability memberships and limited-period funding of \$186,500 for the environmental sustainability program (\$29,000 rebudget).

*4 Includes increased funding of \$151,200 for the food waste composting program.

*5 Includes increased fundings of \$20,000 for the household hazardous waste program and \$5,000 for the pretax transit pass program.

*6 Includes limited-period funding of \$170,000 for the environmental sustainability program (new and rebudget balance).

NOTES

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PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR

PROGRAM MISSION STATEMENT

Manage engineering design and the capital project process, including construction contract administration and inspection, traffic engineering and private development reviews.

PROGRAM FUNCTIONS

- Represent the City's interest in local and regional public works studies and projects, and encourage the highest design and environmental quality in public and private improvements.
- Prepare the City's annual Capital Improvement Program and assist other departments with project planning and proposals.
- Implement the City's annual Capital Improvement Program.
- Review, evaluate and regulate private and public development and construction in conformance with the City's General Plan, ordinances and policies.
- Provide for the safe, efficient and convenient circulation of vehicles, bicycle and pedestrian traffic within the community.
- Furnish timely and effective delivery of engineering services to City Council, committees, citizens and other City departments.
- Provide civil engineering design services, manage capital project planning and design, and manage construction contract administration services to promote efficient completion of capital improvement projects.
- Perform construction inspection of off-site private development construction projects to ensure compliance with plans, specifications, regulations, ordinances and policies.
- Improve effectiveness and on-schedule delivery of high-priority assignments by properly assigning division resources and coordinating their efforts.
- Support division personnel with effective training, development and work evaluation programs.
- Review and provide input to the construction documents sponsored by other departments.
- Provide analytical and administrative support relating to assessment districts.
- Develop and maintain the Capital Improvement Program database and prepare semiannual status reports and monthly updates on major projects.
- Maintain traffic-related records, conduct surveys and perform studies as necessary for analysis of traffic problems, and develop and implement mitigation measures when appropriate.

PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

- Manage the processing of private developments, utility company projects and encroachment permits.
- Review maps and plans of proposed private developments and assist developers, consultants, engineers and the public in complying with the City's conditions of approval for private developments.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Assess the Rengstorff Avenue/California Street neighborhood to look at the state of walkability and lighting safety, park use (and pedestrian access) for families and the existing Community Center, in conjunction with the City Manager's Office and the Community Services Department.
- Prepare the Fiscal Year 2011-16 Capital Improvement Program.
- Provide support in the coordination of private development projects including, but not limited to:
 - West Evelyn Avenue Developments
 - South Whisman Precise Plan Area
 - Hewlett-Packard/Mayfield Site
 - Grant/Levin Property
 - San Antonio Shopping Center
- Continue to monitor and participate in the Santa Clara Valley Water District's Permanente Creek flood protection project.
- Ensure the design and construction of programmed capital projects remain on schedule and within budget.
- Continue to monitor and participate in the High-Speed Rail project.
- Begin construction of Fire Station No. 5 in the City's North Bayshore Area.
- Begin construction of the Mariposa/West Dana Park.
- Begin construction of the Stevens Creek Trail from Sleeper Avenue to Dale Avenue/Heatherstone Way.
- Begin construction of the Permanente Creek, Old Middlefield Way/Highway 101 grade separation.
- Complete the Rengstorff Park Master Plan.
- Complete design of new athletic fields in Shoreline Regional Park.
- Begin construction of the Del Medio neighborhood park.
- Complete design of the Whisman Reservoir seismic upgrades.

PUBLIC WORKS—ENGINEERING PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Land Development Support in the Land Development Section: (\$50,000)

Reduces resources to respond to assignments not required by State law to be processed within specified time frames (e.g., excavation permits for residential and commercial developments that do not involve subdivision of land, excavation permits for utility companies, lot line adjustments, residential and commercial building permit reviews, requests received at the front counter, etc.). May also impact the section's ability to support the General Plan update and Environmental Impact Reports. *Impact: Reduces resources and support.*

Renegotiated Purchasing Contracts: (\$5,000)

The Purchasing staff has worked very diligently over the past year-and-a-half to renegotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated in the City's traffic signal maintenance contract. *Impact: No service level impact.*

GAH/BUD/LHP-761-05^

**PUBLIC WORKS - ENGINEERING
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Deputy Public Works Director/Asst. City Engineer	1	1	1
Principal Civil Engineer	3	3	3
Traffic Engineer	1	1	1
Senior Civil Engineer	6	6	6
Senior Project Manager	2	2	2
Project Manager	2	1 *1	1 *1
Jr/Asst/Associate Engineer (Civil)	5	5 *2	5 *2
Engineering Assistant I/II	1	1	1
Senior Public Works Inspector	1	1	1
Public Works Inspector I/II	1	1	1
Total Permanent	23	22	22
Total Part-Time Hourly	0	0	0
TOTAL POSITIONS	23	22	22

*1 Transferred one Project Manager to the Transportation and Property Services program and unfunded 0.50 Project Manager position.

*2 Unfunded one Jr/Asst/Associate Civil Engineer position.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 2,070,375	1,952,116	1,961,933
Supplies and Other Services	441,019	440,210	385,210
Capital Outlay	11,179	0	0
Interfund Expenditures	12,883	18,500	18,000
TOTAL EXPENDITURES	\$ 2,535,456	2,410,826	2,365,143

REVENUE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
General Licenses & Permits	\$ 154,654	84,000	209,298 *1
General Service Charges	274,593	216,683	270,581
Miscellaneous Revenue	12,938	10,000	10,000
TOTAL REVENUES	\$ 442,185	310,683	489,879

*1 Includes proposed fee increases of \$55,100.

**PUBLIC WORKS - ENGINEERING
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Labor Chargeback	\$ 0 *1	(1,639,970)	(1,639,970)
Salaries	1,499,420 *1	2,675,007	2,644,174
Wages	61,722	60,800	60,800
Benefits	509,233	856,279	896,929
	<u>\$ 2,070,375</u>	<u>1,952,116</u>	<u>1,961,933</u>

*1 Beginning January 2003, actual Labor Chargeback is accounted for differently in the payroll system.

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 8,978	20,400	20,400
Maintenance and Operations	80,102	78,065 *2	78,065
Utilities	47,488	63,000	63,000
Professional/Technical Svcs	249,792	265,000	210,000 *3
Other Expenses	54,659 *1	13,745	13,745
	<u>\$ 441,019</u>	<u>440,210</u>	<u>385,210</u>

*1 Includes limited-period expenditures for contract plan check services.

*2 Includes increased funding of \$2,000 for traffic signal maintenance Caltrans cost share.

*3 Includes reduced fundings of \$50,000 for Land Development support and \$5,000 for traffic signal maintenance.

NOTES

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PUBLIC WORKS—BUSINESS AND INTERNAL SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—BUSINESS AND INTERNAL SERVICES MANAGER

PROGRAM MISSION STATEMENT

Provide business support and financial management to the department. Manage operation of City buildings, City's vehicle and equipment fleet, energy efficiency and generation, and customer service programs.

PROGRAM FUNCTIONS

- Deliver quality, responsive customer service and furnish clear, accurate and timely information to citizens, the City Council and City departments.
- Manage department customer service programs, including shopping cart collection and graffiti abatement.
- Manage the City's facilities maintenance and improvement efforts to ensure safe and aesthetically pleasing facilities, and provide project management and contract administration services.
- Assist in the procurement and maintain the City's vehicle and equipment fleet.
- Manage the department budget and provide financial management for operational and capital improvement activities.
- Ensure department services are provided in a cost-effective manner.
- Develop and implement standard operating policies and procedures.
- Design and manage projects for repair and replacement of building assets, including elevators, paint, flooring and HVAC, and roof and plumbing systems.
- Represent the operation and maintenance perspective in building design, modification and construction.
- Manage the City's fleet preventive maintenance program to provide safe and reliable vehicles, equipment and public safety vehicles, and maximize vehicle life.
- Perform safety inspections on heavy equipment and test emissions from all gasoline- and diesel-fueled vehicles to ensure compliance with State regulatory agencies.
- Provide technical advice for the fleet replacement program.
- Monitor City energy efficiency and utility expenses.
- Identify renewable and clean alternative energy technologies for City facilities and vehicles.

PUBLIC WORKS—BUSINESS AND INTERNAL SERVICES PROGRAM SUMMARY

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Support the City's environmental sustainability initiatives.
- Continue implementing water-saving strategies for City operations and support efforts to increase community-wide water conservation.
- Reevaluate the criteria upon which vehicles are exclusively assigned to individual employees and the criteria for providing "take-home" vehicles to employees in an effort to reduce the size of and operating costs associated with the City's vehicle fleet.
- Continue implementing energy conservation measures and renewable energy strategies through the Energy Conservation Capital Improvement Project.
- Continue improvements to City facilities to meet the Americans with Disabilities Act (ADA) guidelines as outlined in the ADA Compliance Strategic Plan.
- Continue researching alternative fuels and incorporating more fuel-efficient vehicles and equipment into the City's fleet.
- Continue to work with retailers to reduce the number of abandoned shopping carts.

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Facilities Maintenance Services: (\$168,400)

Unfunds 1.0 HVAC Technician position currently vacant and reduces Facilities Maintenance outside services/contracts. *Impact: Reduces overall capacity to respond to and complete repair and maintenance-related work orders and requests at City facilities. Reduces resources to perform both general preventative and skilled maintenance and repairs on heating, ventilating, air conditioning and refrigeration control systems at City facilities. Some of the general HVAC maintenance functions could be shifted to other Facilities Maintenance Workers, further increasing their workloads, delaying other requested/required maintenance and repair functions and potentially lengthening preventative maintenance cycles. For more complex and/or urgent HVAC maintenance and repairs, contract services may be required.*

Reorganize the Public Works Department Administrative Support and Transportation Sections: (\$134,900)

Unfunds 1.0 Senior Administrative Analyst position and reclassifies the Executive Assistant position to Administrative Analyst I/II, reclassifies one Office Assistant III position to Secretary and reclassifies one Project Manager position to Transportation Planner in the Transportation and Property Services Program. *Impact: Reduces overall administrative, analytical, capital and operating budget support in the Public Works Department. Engineering and project management staff will be required to assume additional duties pertaining to contract execution and oversight and planning, noticing and mailing for public meetings.*

PUBLIC WORKS—BUSINESS AND INTERNAL SERVICES PROGRAM SUMMARY

Gas and Electricity: (\$50,000)

Reduces funding for gas and electricity for City buildings based on conservation efforts. *Impact: No service level impact.*

Renegotiated Purchasing Contracts: (\$21,000)

The Purchasing staff has worked very diligently over the past year-and-a-half to renegotiate and waive cost-of-living increases in goods and services purchased by many City departments. Savings have been successfully negotiated in the City's janitorial and pest control services. *Impact: No service level impact.*

Cable Television—City-Wide: \$3,500

Provides funding for City-wide cable costs. *Impact: Maintains desired level of service.*

- Equipment Maintenance Fund:

Reduce Fleet Fuel Budget: (\$36,000)

Reduces budget for fuel purchases. Total budget reduction will be \$36,000; \$25,000 represents the approximately 70.0 percent General Operating Fund share of Fleet-related expenses. *Impact: No service impact unless fuel prices increase again. Fuel expenditures have been trending lower than budget.*

GAH/BUD
LHP-761-03^

**PUBLIC WORKS - BUSINESS AND INTERNAL SERVICES
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Business and Internal Services Manager	1	1	1
Fleet Services Manager	1	1	1
Equipment Maintenance Supervisor	1	1	1
Facilities Maintenance Supervisor	1	1	1
Facilities Contract Coordinator	1	1	1
HVAC Technician	2	2	2 *1
Equipment Mechanic III	2	2	2
Equipment Mechanic I/II	3	3	3
Facilities Maintenance III	1	1	1
Facilities Maintenance I/II	2	2	2
Equipment Service Worker	1	1	1
Senior Administrative Analyst	2	2	2 *1
Customer Service Technician	1	1	1
Program Assistant	2	2	2
Secretary	1	1	1
Office Assistant III	2	2	2
Total Permanent	24	24	24
Total Part-Time Hourly	0.12	0.12	0.12
TOTAL POSITIONS	24.12	24.12	24.12

*1 Unfunded one HVAC Technician and one Senior Administrative Analyst positions.

EXPENDITURE SUMMARY	2008-09 ACTUAL	2009-10 ADOPTED	2010-11 PROPOSED
Salaries Wages and Benefits	\$ 2,753,102	2,901,488	2,626,214
Supplies and Other Services	2,525,026	3,060,603	2,907,167
Capital Outlay	67,595	40,470	40,470
Interfund Expenditures	71,887	96,300	96,000
TOTAL EXPENDITURES	\$ 5,417,610	6,098,861	5,669,851

**PUBLIC WORKS - BUSINESS AND INTERNAL SERVICES
PROGRAM SUMMARY**

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Miscellaneous Revenue	\$ 11,643	0	0
Equipment Maintenance Charges	2,136,232	2,352,900	2,391,000
Interfund Revenue Transfers	21,000	21,000	21,000
TOTAL REVENUES	\$ 2,168,875	2,373,900	2,412,000

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 1,959,318	2,102,486	1,860,157
Wages	1,436	13,963	13,965
Benefits	792,348	785,039	752,092
	\$ 2,753,102	2,901,488	2,626,214

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 113,718	76,313	76,313
Maintenance and Operations	1,201,376	1,471,750 *1	1,400,214 *4
Utilities	1,052,239	1,259,500 *2	1,213,000 *5
Professional/Technical Svcs	123,940	223,100 *3	187,700 *6
Other Expenses	33,753	29,940	29,940
	\$ 2,525,026	3,060,603	2,907,167

*1 Includes increased funding of \$18,000 for diesel particulate filter cleaning and reduced funding of \$10,000 for janitorial.

*2 Includes increased funding of \$100,000 for gas and electricity.

*3 Includes reduced funding of \$50,000 for building/facilities maintenance projects.

*4 Includes reduced fundings of \$36,000 for fuel, \$21,000 for janitorial and pest control services, and \$14,600 for facilities maintenance services.

*5 Includes reduced funding of \$50,000 for gas and electricity and increased funding of \$3,500 for cable television.

*6 Includes reduced funding of \$35,400 for facilities maintenance contracts.

PUBLIC WORKS—PUBLIC SERVICES PROGRAM SUMMARY

PROGRAM MANAGER—ASSISTANT PUBLIC WORKS DIRECTOR

PROGRAM MISSION STATEMENT

Manage, operate and maintain facilities and infrastructure for water distribution, water reclamation, sewer and storm water collection and treatment, and repair and maintain roadways and sidewalks. Maintain and operate the landfill cap and gas collection system, and provide engineering and environmental compliance services to the department. Oversee department safety and information systems programs.

PROGRAM FUNCTIONS

- Manage occupational safety programs and practices in the Public Works and Community Services Departments.
- Operate and maintain wastewater collection and discharge systems and the recycled water supply and distribution system.
- Operate and maintain the City's potable water supply system.
- Meet all applicable Federal, State and local regulations and ensure employees are properly certified and trained in their job responsibilities.
- Maintain 142 miles of public streets, sidewalks, parking lots and streetlight systems.
- Operate and maintain the cap/leachate/gas extraction systems for the City's closed landfills.
- Deliver an average of 11.0 million gallons of water per day to City customers that meet Federal and State water quality standards.
- Maintain, operate and/or replace water system infrastructure.
- Read water meters (approximately 17,000) in a timely and accurate manner.
- Operate and maintain the sewage pump station, retention basins and storm water removal stations.
- Collect and transfer sewage to the Palo Alto Regional Water Quality Control Plant (approximately eight million gallons per day).
- Maintain the City's 156 miles of sewer mains, 2,700 catch basins and 108 miles of storm drain pipeline.
- Provide storm patrol and cleaning of blockages during storms and make necessary repairs.
- Repair, replace and maintain City traffic signs.
- Sweep City streets on schedule and keep City right-of-way free of litter.

PUBLIC WORKS—PUBLIC SERVICES PROGRAM SUMMARY

- Manage and maintain the landfill gas collection system, 271 wells, flare station and two microturbine electrical generation units.
- Provide engineering support and direction for the Public Services Division.
- Coordinate the department's emergency response planning.
- Support development and maintenance of department geographic information systems and business applications.
- Coordinate the Public Services Division's annual CIP process, and participate in capital improvement project design and construction.

MAJOR PROGRAM GOALS/STRATEGIES FOR FISCAL YEAR 2010-11

- Continue implementing water-saving technologies for City operations and expanding community-wide water conservation programs to meet State water conservation goals.
- Continue providing landscaping selection assistance, irrigation Best Management Practices guidance and on-site support to recycled water system customers.
- Complete conversion of North Bayshore landscape irrigation customers to recycled water.
- Manage and maintain the landfill gas collection system, wells and flare station to meet environmental regulations and supply gas to the City's microturbines and landfill gas to energy system.
- Continue installing energy-efficient bulbs in City streetlights to reduce energy consumption and GHG production.
- Support the City's environmental sustainability efforts through greenhouse gas reduction projects.
- Continue replacing City water meters with WiFi-enabled meters and implement remote and drive-by meter reading.
- Develop budget and capital project requests recommended in the water and sewer master plans.
- Reduce operational and workplace hazards through ongoing safety training and by ensuring scheduled field and facility safety surveys are completed and corrective measures are implemented.

PUBLIC WORKS—PUBLIC SERVICES PROGRAM SUMMARY

MAJOR PROGRAM CHANGES

- General Operating Fund:

Reduce Street Maintenance Operations: (\$33,100)

Unfunds 1.0 Street Maintenance Worker I/II position currently vacant. This position is split between the General Operating, Water and Wastewater Funds. *Impact: Reduces resources for preventative street maintenance resulting in a 15.0 percent to 20.0 percent reduction in pavement repairs. Other Streets Section activities (crack sealing, sidewalk repair, streetlight repair, sign replacement, street sweeping, etc.) would not be affected.*

- Shoreline Regional Park Community Fund:

Surface Monitoring at the Landfill: \$10,000

New legislation (AB 32) requires operators of closed landfills to substantially increase methane monitoring and take corrective actions when methane emissions exceed standards. This provides funding to comply with this new requirement on a contract bases for one of the three landfills. The two other landfills are funded by the Solid Waste Management Fund as appropriate. *Impact: Provide resources to comply with new legislation.*

- Water Fund:

Reduce Street Maintenance Operations: (\$33,100)

Unfunds 1.0 Street Maintenance Worker I/II position currently vacant. This position is split between the General Operating, Water and Wastewater Funds. *Impact: Reduces resources for preventative street maintenance resulting in a 15.0 percent to 20.0 percent reduction in pavement repairs. Other Streets Section activities (crack sealing, sidewalk repair, streetlight repair, sign replacement, street sweeping, etc.) would not be affected.*

BAWSCA Membership Dues: \$9,000

Provides funding for the increase in dues to the City's membership in the Bay Area Water Supply and Conservation Agency (BAWSCA) which represents the interest of 25 agencies and 2 private water companies that purchase wholesale water from the San Francisco regional (Hetch-Hetchy) water system operated by the SFPUC. *Impact: Maintains membership in BAWSCA.*

PUBLIC WORKS—PUBLIC SERVICES PROGRAM SUMMARY

- Wastewater Fund:

Reduce Street Maintenance Operations: (\$33,100)

Unfunds 1.0 Street Maintenance Worker I/II position currently vacant. This position is split between the General Operating, Water and Wastewater Funds.
Impact: Reduces resources for preventative street maintenance resulting in a 15.0 percent to 20.0 percent reduction in pavement repairs. Other Streets Section activities (crack sealing, sidewalk repair, streetlight repair, sign replacement, street sweeping, etc.) would not be affected.

- Solid Waste Management Fund:

Surface Monitoring at Landfill \$140,000

New legislation (AB 32) requires operators of closed landfills to substantially increase methane monitoring and take corrective actions when methane emissions exceed standards. This provides funding to comply with this new requirement on a contract basis for two of the three landfills. Funding for the third landfill, Crittenden, will be funded from the Shoreline Community Fund as appropriate.
Impact: Provide resources to comply to new legislation.

GAH/BUD/LHP-761-06^

**PUBLIC WORKS - PUBLIC SERVICES
PROGRAM SUMMARY**

POSITIONS	2008-09 ADJUSTED	2009-10 ADOPTED	2010-11 PROPOSED
Utilities Services Manager	1	1	1
Streets and Landfill Closure Manager	1	1	1
Principal Civil Engineer	1	1	1
Senior Civil Engineer	2	2	2
Facilities Project Manager	1	1	1
Water Conservation Project Manager	0	1 *1	1
Safety and Training Administrator	1	1	1
Water Meters Supervisor	1	1	1
Utilities Systems Supervisor	1	1	1
Water Supervisor	1	1	1
Wastewater Supervisor	1	1	1
Streets Supervisor	1	1	1
Environmental Compliance Specialist	1	1	1
Utility Systems Specialist	1	1	1
Postclosure Environmental Systems Specialist	2	2	2
Utilities Electrician	1	1	1
Water Quality Technician	1	1	1
Senior Water System Operator	2	2	2
Senior Utilities Systems Technician	2	2	2
Senior Postclosure Environmental Systems Tech	3	3	3
Street Lighting Technician	1	1	1
Heavy Equipment Specialist	2	1 *2	1
Water Resources Technician	1	1	1
Water System Operator	3	2	2
Cross-Connection Cntrl Specialist	1	1	1
Utilities Inspector/Locator	1	1	1
Heavy Equipment Operator	1	2 *2	2
Streets Maintenance Worker III	3	3	3
Streets Maintenance Worker I/II	6	6 *3	6 *3
Streetsweeper Operator	2	2	2
Meter Service Worker III	1	1	1
Meter Service Worker I/II	2	2	2
Water Utility Worker III	1	2	2
Water Utility Worker I/II	4	4	4
Wastewater Utility Worker III	2	2	2
Wastewater Utility Worker I/II	5	5	5
Systems Coordinator/Technician	1	1	1
Secretary	1	1	1
Total Permanent	63	64	64
Total Part-Time Hourly	0.50	0.50	0.50
TOTAL POSITIONS	63.50	64.50	64.50

Notes for position changes on top of next page.

**PUBLIC WORKS - PUBLIC SERVICES
PROGRAM SUMMARY**

Notes for position changes:

*1 Added one Water Conservation Project Manager position.

*2 Reclassified one Heavy Equipment Specialist position to Heavy Equipment Operator.

*3 Unfunded one Streets Maintenance Worker I/II position for Fiscal Year 2009-10 and an additional Streets Maintenance Worker I/II position for Fiscal Year 2010-11.

<u>EXPENDITURE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries Wages and Benefits	\$ 6,496,715	8,097,471	7,923,134
Supplies and Other Services	18,494,583	20,360,979	20,879,173
Capital Outlay	103,353	31,000	0
Interfund Expenditures	642,758	671,400	680,000
TOTAL EXPENDITURES	<u>\$ 25,737,409</u>	<u>29,160,850</u>	<u>29,482,307</u>

<u>REVENUE SUMMARY</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Water Service Charges	17,622,695 *1	18,433,146 *1	19,295,736 *1
Wastewater Service Charges	13,178,616 *2	13,875,028 *1	13,863,995 *4
Recycled Water Charges	0	830,687 *3	460,026 *1
Blended Water Charges	688,254	0 *3	0
Water Main Extensions	109,450	30,000	30,000
Wastewater Main Extensions	112,462	30,000	30,000
Miscellaneous Revenue	402,812	376,000	376,000
Interfund Revenue Transfers	32,400	32,400	32,400
TOTAL REVENUES	<u>\$ 32,146,689</u>	<u>33,607,261</u>	<u>34,088,157</u>

*1 Includes rate increase of 5%.

*2 Includes rate increase of 4%.

*3 Recycled Water program beginning in FY09-10 and discontinued Blended Water program.

*4 No rate increase.

**PUBLIC WORKS - PUBLIC SERVICES
PROGRAM SUMMARY**

DETAILED EXPENDITURES

<u>PERSONNEL</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Salaries	\$ 4,754,718	5,955,890 *1	5,649,957
Wages	45,953	81,401 *2	81,653
Benefits	1,696,044	2,060,180	2,191,524
	<u>\$ 6,496,715</u>	<u>8,097,471</u>	<u>7,923,134</u>

*1 Includes increased funding of \$84,000 to fund 0.75 Senior Greenskeeper position.

*2 Includes increased funding of \$60,000 for water conservation hourly help.

<u>SUPPLIES AND SERVICES</u>	<u>2008-09 ACTUAL</u>	<u>2009-10 ADOPTED</u>	<u>2010-11 PROPOSED</u>
Materials and Supplies	\$ 592,465	640,677 *1	640,677
Maintenance and Operations	38,986	58,750	58,750
Utilities	16,736,407	18,162,119 *2	18,521,313
Professional/Technical Svcs	844,068	1,182,750 *3	1,332,750 *5
Other Expenses	282,657	316,683 *4	325,683 *6
	<u>\$ 18,494,583</u>	<u>20,360,979</u>	<u>20,879,173</u>

*1 Includes increased funding of \$26,000 for materials & supplies for recycled water system and reduced funding of \$50,000 for Streets section supplies.

*2 Includes increased funding of \$4,500 for utilities cost increases.

*3 Includes increased funding of \$300,000 for recycled water loan payment.

*4 Includes increased funding of \$13,300 for Bay Area Water Supply and Conservation Agency (BAWSCA) dues.

*5 Includes increased funding of \$150,000 for surface monitoring at the landfills.

*6 Includes increased funding of \$9,000 for Bay Area Water Supply and Conservation Agency (BAWSCA) dues.

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FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

	ADJUSTED <u>2008-09</u>	ADOPTED <u>2009-10</u>	PROPOSED <u>2010-11</u>	<u>CHANGE</u>
<u>GENERAL OPERATING FUND</u>				
CITY COUNCIL	7.00	7.00	7.00	
CITY CLERK	4.00	4.00	4.00	
CITY ATTORNEY	8.00	8.00	8.00	
CITY MANAGER (1)	14.35	14.35	14.00	-0.35 (a)
COMMUNITY DEVELOPMENT	16.75	16.75	16.50	-0.25 (b)
COMMUNITY SERVICES	74.90	73.95	73.49	-0.46 (c)
FINANCE AND ADMIN SRVCS	44.75	44.75	44.25	-0.50 (d)
FIRE	80.10	80.10	79.60	-0.50 (e)
LIBRARY SERVICES	33.50	33.50	33.50	(f)
POLICE	147.80	147.80	143.95	-3.85 (g)
PUBLIC WORKS	46.94	46.12 (2)	46.12	(h)
	<u>478.09</u>	<u>476.32</u>	<u>470.41</u>	<u>-5.91</u>
<u>OTHER FUNDS</u>				
CITY MANAGER				
SHORELINE REGIONAL PARK COMMUNITY	0.40	0.40	0.00	-0.40 (a)
COMMUNITY DEVELOPMENT				
BUILDING SERVICES	11.00	11.00	11.25	+0.25 (b)
SHORELINE REGIONAL PARK COMMUNITY	1.60	1.60	1.60	
CDBG/BMR/HOUSING SET-ASIDE	2.70	2.70	2.70	
REVITALIZATION/PARKING	0.95	0.95	0.95	
COMMUNITY SERVICES				
SHORELINE REGIONAL PARK COMMUNITY	9.80	10.55 (2)	11.26	+0.71 (c)
SHORELINE GOLF LINKS	19.80	20.00 (2)	20.00	(c)
FINANCE AND ADMIN SRVCS				
WATER	3.75	3.75	4.25	+0.50 (d)
FIRE				
BUILDING SERVICES	2.00	2.00	2.00	
WASTEWATER	6.90	6.90	6.90	
POLICE				
SUPPLEMENTAL LAW ENFRMNT SRVCS	0.70	0.70	0.55	-0.15 (g)
PUBLIC WORKS				
SHORELINE REGIONAL PARK COMMUNITY	3.48	3.48	3.48	(h)
WATER	33.32	34.66 (2)	34.66	(h)
WASTEWATER	14.58	14.73	14.73	(h)
SOLID WASTE MANAGEMENT	15.03	15.36 (2)	15.36	(h)
EQUIPMENT MAINTENANCE	9.15	9.15	9.15	
	<u>135.16</u>	<u>137.93</u>	<u>138.84</u>	<u>0.91</u>
TOTAL EMPLOYEES	<u>613.25</u>	<u>614.25</u>	<u>609.25</u>	<u>-5.00</u>
CHANGE FROM PRIOR YEAR	12.00	1.00	-5.00	

(1) The Employee Services Department was consolidated into the City Manager's Office.

(2) Corrections made to what is shown in the Fiscal Year 2009-10 Adopted Budget Document.

FULL-TIME AND PERMANENT PART-TIME POSITION ALLOCATION

(Continued)

Notes:

- a. Includes the elimination of the Employee Services Director position, moving 0.4 Assistant City Manager position from the Shoreline Regional Park Community (to be allocated in the overhead plan) and increasing the 0.75 Assistant to the City Manager position to full-time. Also includes 1.0 Office Assistant III unfunded position.
- b. Includes the reallocation of 0.25 Administrative Aide position to the Building Services Fund. Also includes 2.0 Senior Planner unfunded positions.
- c. Includes increasing a 0.75 Recreation Coordinator position to full-time and the reallocation of 0.04 Parks Manager, 0.1 Tree Supervisor/ Arborist, 0.5 Tree Trimmer and 0.07 Secretary positions to the Shoreline Regional Park Community Fund. Also includes 1.0 Tree Trimmer I/II, 1.0 Parks Maintenance Worker III, 1.0 Parks Maintenance Worker I/II, 1.75 Assistant Golf Professional, 0.5 Recreation Specialist and 1.25 Secretary unfunded positions.
- d. Includes the reallocation of 0.50 Revenue Manager position to the Water Fund. Also includes 1.0 IT Analyst I/II, 1.0 Document Processing Technician I/II and 0.5 Office Assistant III unfunded positions.
- e. Includes the reduction of the Emergency Medical Services Coordinator position to half-time, the elimination of 0.5 Executive Assistant position, the transfer of 0.5 Community Relations Officer and 1.0 Secretary positions from the Police Department and the transfer of 0.5 OES Coordinator and 0.5 Public Education Specialist positions to the Police Department.
- f. Includes 1.0 Supervising Librarian, 1.0 Librarian I/II, 0.75 Library Assistant I/II and 0.75 Administrative Analyst I/II unfunded positions.
- g. Includes the elimination of 3.0 Police Officer and 0.5 Executive Assistant positions, the reallocation of 0.15 Police Officer position from the Supplemental Law Enforcement Fund, the transfer of 0.5 Community Relations Officer and 1.0 Secretary positions to the Fire Department and the transfer of 0.5 OES Coordinator and 0.5 Public Education Specialist positions from the Fire Department. Also includes 1.0 Senior Systems Analyst, 1.0 Police Records Specialist, 1.0 Community Services Officer, 1.5 Police Assistant III and 0.5 Senior Administrative Analyst unfunded positions.
- h. Includes 1.0 Associate Civil Engineer, 2.0 Senior Administrative Analyst (0.34 from the Water Fund and 0.33 from the Wastewater Fund), 0.5 Project Manager, and 2.0 Street Maintenance Worker I/II (1.015 from the General Operating Fund, 0.025 from the Shoreline Regional Park Community Fund, 0.48 from the Water Fund and 0.48 from the Wastewater Fund) unfunded positions.

**FISCAL YEAR 2010-11
FUNDING OF NONPROFIT AGENCIES**

<u>AGENCY</u>	<u>2009-10 Adopted</u>	<u>2010-11 Requested</u>	<u>2010-11 Proposed</u>
<u>General Fund Funded:</u>			
Community School of Music & Arts	\$ 15,490	(a)	15,490
CSA - Senior Meals	33,054	(a)	33,054
Health Trust (Home Delivered Hot Meals)	3,900	(a)	3,900
Junior Achievement	5,000	(a)	5,000
MayView Community Health Center	36,500	(a)	36,500
Project Sentinel - Fair Housing Services	15,000	(a)	15,000
Santa Clara Family Health Foundation	12,180	(a)	12,180
Support Network for Battered Women	32,000	(a)	32,000
Catholic Charities Long Term Care Ombudsman	8,000	(a)	8,000
Parents Helping Parents	5,000	(a)	5,000
Day Worker Center	10,000	(a)	10,000
United Way 2-1-1 (limited-period for 3 years)	10,000	10,000	5,000
Community Health Awareness Council	85,078	89,332	89,332
Project Sentinel	91,944		91,944 (b)
Joint Venture:Silicon Valley	20,000		20,000 (c)
KMVT	70,000		70,000 (b)
Community School of Music & Arts			
Arts in Action	52,259		52,259 (b)
Music in Action	24,800		24,800 (b)
Youth Sports Fee Waiver	4,000		4,000 (b)
General Fund Total	<u>\$ 534,205</u>	<u>99,332</u>	<u>533,459</u>

Approved at the 4/13/2010 CDBG Public Hearing

<u>CDBG Funded:</u>			
CSA - Senior Services	\$ 35,763	30,476	28,698 (d)
CSA - Emergency Assistance	46,672	39,772	37,451 (d)
CSA - Alpha Omega Shelter	9,833	8,379	7,890 (d)
Emergency Housing Consortium	15,000	12,784	12,038 (d)
May View Community Health Center	6,485	5,527	5,204 (d)
Project Sentinel - Fair Housing Services	6,405	5,458	5,140 (d)
Second Harvest Food Bank	5,570	4,747	4,470 (d)
Senior Adults Legal Assistance	6,405	5,458	5,140 (d)
Community Technology Alliance	7,168	6,109	5,752 (d)
CDBG Total	<u>\$ 139,301</u>	<u>118,710</u>	<u>111,783</u>
	Maximum		Maximum

(a) FY10-11 is the second year in a 2-year funding cycle

(b) Part of the City's operating budget, not requested by an Agency during the CDBG Public Hearing.

(c) Funded by the Shoreline Regional Park Community Fund.

(d) CDBG funded agencies received proportionate increase based on total funding allocated.

FISCAL YEAR 2010-11
PROPOSED LIMITED-PERIOD EXPENDITURES

General Fund Limited-Period Expenditures

(To Be Funded From Fiscal Year 2009-10 Carryover or Reserves)

City Council:		<u>\$11,400</u>
Newly Elected Council Per-Term Allowance	11,400	
City Clerk's Office:		<u>100,000</u>
General Election November 2010	100,000	
City Manager's Office:		<u>375,200</u>
City-wide Succession Planning Efforts (Rebudget Balance)	120,000	
Consultant Assistance/Other Associated Costs with		
Ballot Measure (New and Rebudget Balance)	84,800	
Interest-Based Bargaining Training/Assistance	75,000	
Professional Budget-Related Assistance (Rebudget Balance)	74,000	
Middlefield-Ellis-Whisman (MEW) Site	21,400	
Community Development Department:		<u>155,200</u>
Housing Element (Rebudget Balance)	150,200	
Employee Homebuyers Program	5,000	
Community Services Department:		<u>18,300</u>
Strategic Planning Consultant for the Center for	10,000	
the Performing Arts		
Senior Advisory Task Force (Rebudget Balance)	8,300	
Finance and Administrative Services Department:		<u>35,000</u>
Transient Occupancy Tax Compliance Review	30,000	
United Way 2-1-1	5,000	

FISCAL YEAR 2010-11
PROPOSED LIMITED-PERIOD EXPENDITURES
(Continued)

Fire Department:		<u>\$157,000</u>
Emergency Response Clothing (Turnout) Replacement	90,000	
Entry Level Firefighter Recruitment	33,000	
Fire Promotional Assessment	24,600	
Building & Fire Code Books & Training	6,900	
Bioterrorism Exposure Medication (Rebudget)	2,500	
Police Department:		<u>172,900</u>
Public Safety Dispatcher Overhire	132,900	
Terra Bella Academy	40,000	
Public Works Department:		<u>170,000</u>
Environmental Sustainability Program (New & Rebudget Balance)	170,000	
Total General Fund Limited-Period Expenditures		<u>\$1,195,000</u>

FISCAL YEAR 2010-11
PROPOSED LIMITED-PERIOD EXPENDITURES
(Continued)

Other Funds Limited-Period Expenditures

Community Development Department: \$7,590,100

Below Market Rate (BMR) Housing Fund:

Downtown Family Project	3,280,000
First Responder Homebuyer Program (Rebudget Balance)	1,000,000
Downtown Family Housing Pre-Development Costs (Rebudget Balance)	156,400
Tenant Relocation Assistance (Rebudget)	25,000
Consolidated Plan (FY10-11 to FY14-15) (Rebudget Balance)	20,400
Employee Homebuyers Program	20,000

Revitalization Authority Fund:

Sunsetting Studies and Projects (Rebudget)	625,000
Thursday Night Live Events (Rebudget Balance)	37,700
Banners for Castro Street	10,000

Revitalization Authority - Housing Set-Aside Fund:

Downtown Family Project	2,325,000
Downtown Family Housing Pre-Development Costs (Rebudget Balance)	90,600

Community Services Department: 57,800

Shoreline Golf Links Fund:

Wildlife Management (Rebudget Balance)	10,800
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Shoreline Regional Park Community Fund:

Wildlife Management (Rebudget Balance)	47,000
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Finance and Administrative Services Department: 25,000

Retirees' Health Fund:

Retirees' Health Actuarial	25,000
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Total Other Funds Limited-Period Expenditures \$7,672,900

**FISCAL YEAR 2010-11
PROPOSED CAPITAL OUTLAY**

General Operating Fund

Community Services Department:	\$ <u>6,300</u>
Automatic Pool Vacuum	6,300
Fire Department:	<u>105,500</u>
SCBA Replacement (20% Grant Match)	85,000
Components for Command Vehicle	12,000
Mobile Data Computer for HazMat Vehicle	8,500
Library Services Department:	<u>4,000</u>
Privacy Monitors (8)	4,000
Police Department:	<u>33,900</u>
Police Dog	21,000
Police Safety Vests (9)	12,900
General Operating Fund Total	\$ <u>149,700</u>

FISCAL YEAR 2010-11
PROPOSED CAPITAL OUTLAY
(Continued)

Other Funds

Fire Department:

General Non-Operating:	<u>\$76,900</u>
Lifepak 12 Defibrillators (9) (20% Grant Match)	
(Rebudget)	54,000
HEAT & Rescue Vehicle Equipment (Rebudget Balance)	18,900
Carbon Dioxide Monitor (RAD 57) (Rebudget)	4,000

Library Department:

General Non-Operating:	<u>21,500</u>
Chairs for Community Room (70) (Rebudget)	15,000
Inventory Wand (Rebudget)	6,500

Police Department:

General Non-Operating:	<u>82,000</u>
Digital Crime Scene System (Rebudget)	60,000
Fire Blue Channel Renovations (Rebudget)	15,000
Interview Room Recording System (Rebudget)	7,000

Public Works Department:

Equipment Maintenance:	<u>40,500</u>
Brake Lathe (Rebudget)	10,600
Tire Changing Machine (Rebudget)	10,500
Wheel Balancer (Rebudget)	8,100
Diagnostic Tool (Rebudget)	7,000
Horizontal Band Saw (Rebudget)	4,300

Total Other Funds	<u>220,900</u>
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Total Capital Outlay	<u>\$370,600</u>
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**FISCAL YEAR 2010-11
PROPOSED EQUIPMENT REPLACEMENT**

COMPUTERS: \$ 748,000

1 Desktop Software Licenses	262,600
1 Data Storage System	139,500
1 IFAS HP Server (Rebudget)	120,000
9 Servers (2 Rebudget)	71,900
35 Computers	52,500
1 Dictaphone Equipment (Rebudget)	35,000
2 Plotters	23,000
10 Printers	20,000
3 Routers	10,000
1 Scanner	9,000
3 Overhead Display Systems	4,500

COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEM: 276,300

10 CPU's, Computers and Electronics (Rebudget)	187,000
4 Servers (Rebudget)	42,900
6 Disk Drives (Rebudget)	20,000
3 Printers (Rebudget)	16,400
1 UPS (Rebudget)	10,000

COMMUNICATIONS CENTER: 459,500

5 Console PC & Electronics	122,000
4 Antennas (New & Rebudget)	95,000
7 T-1 Transmitters and Receivers (Rebudget)	50,000
7 Base	35,500
1 Alert System (Rebudget)	35,000
7 T-1 Routers (Rebudget)	22,000
1 UPS (Rebudget) & 2 Banks of Batteries	21,000
12 Monitor Receivers (Rebudget)	18,000
1 Digital Access and Cross-Connect System (Rebudget)	15,000
1 Station Speakers	15,000
1 Alert Decoder (Rebudget) and Encoder	13,000
1 Alert Radio (Rebudget)	10,000
1 Misc. Equipment (Rebudget)	5,000
1 Amplifier (Rebudget)	3,000

**FISCAL YEAR 2010-11
PROPOSED EQUIPMENT REPLACEMENT
(Continued)**

POLICE RADIO: \$ 455,800

61	Mobile (Police Car) (Rebudget)	274,500
69	Portable	155,300
13	Portable (SWAT) (Rebudget)	26,000

FLEET: 1,425,000

3	Emergency Generator (Rebudget)	245,000
5	Patrol Cars	185,000
1	Pavement Grinder	155,000
3	Portable Pump (Large) (Rebudget)	120,000
3	¾ Ton Truck (1 Rebudget)	120,000
4	Compressor (Large) (Rebudget)	100,000
1	Riding Mower (Large) (Rebudget)	85,000
1	Van and Upfitting (Rebudget)	56,000
1	Safety Full Size SUV (Rebudget)	50,000
1	1 Ton Truck	45,000
1	Tractor (Large) (Rebudget)	40,000
1	Sedan/Wagon	36,500
1	Tractor (2 Wheel Drive) (Medium) (Rebudget)	30,000
1	Riding Mower (Medium)	25,000
1	Truck (Mini Pick-Up)	25,000
1	Compressor (Medium) (Rebudget)	25,000
1	Tractor (Small)	25,000
1	Water Tanker (Rebudget Balance)	20,000
1	Fuel Truck (Rebudget Balance)	20,000
5	Undesignated	17,500

GOLF EQUIPMENT: 477,200

76	Electric Golf Carts	319,200
2	Tractor (2 Wheel Drive) (Rebudget)	60,000
1	Mower (Triplex Greens)	31,500
1	Mower (Trim) (Rebudget)	31,000
3	Light Duty Utility Vehicle (Rebudget)	25,500
1	Utility Vehicle (Ball Picker)	10,000

TOTAL EQUIPMENT REPLACEMENT \$3,841,800

**FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS**

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
<u>Non-Discretionary Projects</u>			
11-01	10-11 Street Resurfacing Program Install asphalt concrete and fog seal overlays, raise utilities and monuments.	CIP Reserve Shoreline Community	\$745 55
11-02	10-11 Traffic Signal and Street Light Pole Replacements/Modifications Replace traffic signal controllers, traffic detector loops, back-up batteries and LED traffic signal lights. Includes minor modifications to existing traffic signals to improve traffic safety. Replace 15 to 20 damaged and/or end-of-life street light poles.	C/C Tax	210
11-03	10-11 Slurry Seal Program Apply slurry seal to selected street surfaces and City facility parking lots as required.	CIP Reserve	115
11-04	10-11 Water System Improvements Scheduled replacement of water system components and minor unscheduled improvements to the City's water system.	Water	310
11-05	10-11 Wastewater System Improvements Unscheduled improvements/repairs to the City's wastewater collection and pumping system.	Wastewater	140

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
11-06	10-11 Concrete Sidewalk/Curb Repairs Replace deteriorated sidewalks and repair concrete curbs, gutters, and sidewalks displaced by street tree growth, and/or failure of City-owned utilities.	C/C Tax	\$530
11-07	10-11 Parks Pathway Resurfacing Renovate various park pathways within City parks.	C/C Tax	95
11-08	10-11 Shoreline Pathway, Roadway, Parking Improvements Correct drainage problems and damage due to differential settlement; provide pathway, roadway and parking related improvements.	Shoreline Community	170
11-09	10-11 Forestry Maintenance Program and Street Tree Replanting Contract to prune, remove, stump approximately 1,400 trees and replant 500 trees.	C/C Tax	265
11-10	10-11 Shoreline Landfill Cap Maintenance and Repairs Regulatory mandates of the Bay Area Air Quality Management District and the Regional Water Quality Control Board require the City to protect the integrity of the landfill cap and prevent surface emissions by regrading, filling, recompact, and making other improvements.	Solid Waste	115

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
11-11	10-11 Developer Reimbursements		
	Construction of street and utility	C/C Tax	\$25
	improvements concurrent with private	Water	30
	development. Adjacent properties	Wastewater	25
	benefiting from street and utility	Storm Drain	25
	improvements will be required to		
	reimburse the City for the improvements.		
11-12	10-11 Street Lane Line and Legend		
	Repainting		
	Annual repainting City street lane lines and	CIP Reserve	265
	legends.		
11-13	10-11 Landfill Gas/Leachate System Repairs		
	and Improvements		
	Annual repairs and improvements to large	Solid Waste	115
	components of the landfill gas and leachate		
	system.		
11-14	10-11 Facilities Maintenance Plan		
	Repair, replace, or maintain City facilities	C/C Tax	400
	(HVAC, roofs, carpets, plumbing, etc.). \$30K	Shoreline	105
	added this year only to modify Police	Community	
	Department skylights and AIB Processing		
	Area.		
11-15	10-11 Annual Traffic Studies/NTMP		
	Improvements		
	Funding for traffic calming devices on	CIP Reserve	115
	neighborhood, local, and residential streets in		
	conformance with the Neighborhood Traffic		
	Management Program, and annual contracts		
	with traffic consultants to assist the Traffic		
	Section with neighborhood traffic issues.		

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
11-16	10-11 Maintenance Agreement for JPB/VTA Transit Center Reimbursement of City expenses by JPB/VTA.	Other (Reimbursement)	\$55
11-17	Shoreline Infrastructure Maintenance Maintenance of water lines, sewer lines, storm drainage system, water system supplying the sailing lake.	Shoreline Community	210
11-18	Information Technology Computer Projects Web-based software to provide permit tracking for building, planning and engineering applications, inspection recordation, etc. Software will also allow residents, applicants and contractors to view permit and plan check status and submit minor building permits on-line.	C/C Tax Water Wastewater Shoreline Community Building Services	150 15 15 120 200
11-19	Biennial Park Renovations/Improvements Biennial repairs and improvements to City parks.	C/C Tax	85
11-20	Resurface Tennis Courts at Rengstorff Park Periodic routine tennis court resurfacing.	C/C Tax	75
11-21	Miscellaneous Water Main/Service Line Replacement Replace corroded and/or undersized cast iron pipe water mains on various streets. The replacements include water services, fire hydrants and saddle replacements.	Water	1,165

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
11-22	Miscellaneous Storm/Sanitary Sewer Main Replacement		
	Repair and replace storm and sanitary sewer pipes, manholes and systems identified by the City's annual line televising program.	Wastewater	\$1,380
11-23	TDA Projects		
	Various bike and pedestrian related projects.	C/C Tax	10
		Other (State grant)	50
11-24	Biennial ADA Improvements to City Facilities		
	Continuation of efforts to implement ADA improvements at City facilities. Project is now funded every other year.	C/C Tax	80
11-25	Installation of ADA Curb Ramps, Phase VI		
	Install approximately 40 ADA-compliant curb ramps throughout the City.	C/C Tax	225
11-26	10-11 Annual New Energy Conservation Measures		
	Fund energy conservation efforts in City facilities.	C/C Tax	160
<u>Amendments to Active Projects</u>			
01-19	Information Services Computer Projects		
	Transfer surplus funding to Project 08-43; remaining balance (\$29,000) adequate to complete remaining work.	CIP Reserve	(80)
		Water	(60)
		Wastewater	(55)
		Solid Waste	(10)
		Shoreline	(5)
		Community	

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
03-17	Information Services Computer Projects		
	Transfer remaining balance from Project 02-20, Information Services Computer Projects, to fund remaining work.	C/C Tax	\$10
		Water	7
		Wastewater	7
		Solid Waste	2
		Shoreline	3
		Community	
06-25	05-06 Facilities Major Planned and Emergency Repairs		
	Return portion of project funding originally designated for City Hall carpet replacement project.	C/C Tax	(30)
06-37	Downtown Revitalization Bond Improvements		
	Transfer funding to Project 09-31, Castro Street Bomanite Caulking (\$134,000), and Project 11-32, Castro Street Stair Tread Modifications (\$264,000).	Revitalization Bond Proceeds	(398)
07-34	Community Center HVAC System		
	Additional funding to complete the HVAC system installation project.	C/C Tax	230
08-14	07-08 Facilities Maintenance Plan		
	Return portion of project funding originally designated for City Hall carpet replacement project.	C/C Tax	(100)

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
08-18	Information Technology Computer Projects		
	Transfer remaining balance from Project 00-25,	C/C Tax	\$6
	1999-2000 Information Services Computer	Water	2
	Projects, to fund remaining work.	Wastewater	2
		Solid Waste	1
		Shoreline	1
		Community	
08-29	07-08 Facilities Major Planned and Emergency Repairs		
	Return portion of project funding originally designated for City Hall carpet replacement project.	CIP Reserve	(100)
08-42	Grant Road/Sleeper Avenue Traffic Signal Project		
	Reduced funding required because of reduction in project scope.	C/C Tax	(150)
08-43	City Telephone System Replacement		
	Additional funding to accommodate proposed VoIP technology.	C/C Tax	100
		Water	65
		Wastewater	60
		Shoreline	25
		Community	
09-06	08-09 Concrete Sidewalk/Curb Repairs		
	Reduced funding required because of favorable bid climate. No change to project scope.	C/C Tax	(145)
09-14	08-09 Facilities Maintenance Plan		
	Return portion of project funding originally designated for City Hall carpet replacement project.	C/C Tax	(50)

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
09-31	Castro Street Bomanite Caulking Estimated cost has been reduced to \$237,000 due to favorable bid climate. Recommended funding sources have been modified.	CIP Reserve Revitalization Authority Revitalization Bond Proceeds	\$(72) (225) 134
09-37	El Camino Real, Replace Sidewalks, Curbs and Gutters, Design & Construction Return portion of project funding originally designated for So. Shoreline Blvd., which is being done as Project 10-48 with anticipated Federal funding.	C/C Tax	(495)
09-38	Installation of ADA Curb Ramps, Phase IV Reduced funding required because of favorable bid climate. No change to project scope.	C/C Tax	(100)
09-39	Cecilia Way Valley Gutter Reconstruction Reduced funding required because of favorable bid climate. No change to project scope.	C/C Tax	(5)
10-27	09-10 Annual New Energy Conservation Measures Additional funding to incorporate incentive payments from PG&E to fund new energy conservation efforts.	Other (PG&E Incentive Funding)	4
10-30	CPA Second Stage Support Space Addition, Design Additional funding to complete design of the space addition.	C/C Tax	130

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
10-42	Stevens Creek Trail, Sleeper to Dale/Heatherstone, Construction		
	Additional Park Land funding will allow return of C/C Tax funding to reprogram to other capital projects.	C/C Tax Park Land	\$(960) 960
 <u>Facilities Projects</u>			
11-27	Library Space Modifications, Conceptual Design		
	Conceptual design of space modifications to address space needs for the Children's Service Area and other library operations.	C/C Tax	150
11-28	Fire Station No. 4 Drill Grounds Modification		
	Relocate Fire Station No. 5 Apparatus building to Fire Station No. 4 for storage of materials and equipment.	C/C Tax	145
 <u>Solid Waste</u>			
11-29	Waste Hauler RFP		
	Technical Assistance to develop a new trash and recycling hauling contract.	Solid Waste	200
 <u>Streets and Sidewalks</u>			
11-30	San Luis Avenue Reconstruction		
	Reconstruct curbs, gutters and driveway approaches and pavement on San Luis Avenue.	C/C Tax Gas Tax	50 520

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
11-31 Vassar Avenue Reconstruction, Design			
	Design of curbs, gutters, driveway approaches and pavement on Vassar Avenue.	C/C Tax	\$15
		Gas Tax	165
11-32 Castro Street Stair Tread Modifications			
	Add stair treads to sidewalk steps along Castro Street to minimize tripping and aid the visually impaired.	C/C Tax	148
		Revitalization Bond Proceeds	264
<u>Parks and Recreation</u>			
11-33 Athletic Field, Construction			
	Construct new athletic fields in the Shoreline Regional Park.	Other (Shoreline Community Bond Issuance)	9,180
11-34 Stevens Creek Trail Landscaping Improvements South of El Camino Real			
	Add trees and irrigation along the meadow south of El Camino Real to provide visual screen for Stevens Creek Trail users.	Shoreline Community Park Land	24
			69
11-35 Stevens Creek Trail Access Point Improvements North of El Camino Real			
	Provides a connection to Stevens Creek Trail from the north side of El Camino Real.	Shoreline Community Park Land	13
			37
11-36 Improvements to Open Space at Bonnie and Beatrice Streets			
	Clearing and minimal improvements to the Hetch-Hetchy right-of-way from Bonnie Street to Beatrice Street/Wright Avenue.	Park Land	32

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

<u>Item</u>	<u>Project Description</u>	<u>Funding Source</u>	<u>2010-11*</u>
11-37	Highway 101 Auxiliary Lanes Coordination Funding for staff coordination of a VTA/Caltrans project to add an auxiliary lane to Highway 101 between Shoreline Boulevard and Embarcadero Road in Palo Alto, lengthen existing HOV lanes, widen several ramps, and install metering the ramps.	Shoreline Community	\$75
11-38	Highway 85 Noise Barrier Study Detailed right-of-way, geotechnical, utilities, traffic management, and environmental analyses required to place a request for a sound wall along Highway 85 between El Camino Real and Sleeper Avenue on the Caltrans eligibility list for funding.	C/C Tax	200
		Total	<u>\$17,846</u>

FISCAL YEAR 2010-11
ADOPTED CAPITAL IMPROVEMENT PROJECTS
(Continued)

FY 2010-11 PROJECTS
FUNDING SUMMARY

CIP Reserve Fund	\$ 988
C/C (Construction/Conveyance) Tax Fund	1,459
Water Fund	1,534
Wastewater Fund	1,574
Storm Drain Fund	25
Solid Waste Management Fund	423
Gas Tax Fund	685
Shoreline Community Fund	796
Revitalization Authority Fund	(225)
Park Land Fund	1,098
Building Services Fund	200
Revitalization Bond Proceeds	0
Other Funding	<u>9,289</u>
Total	<u>\$ 17,846</u>

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CITY OF MOUNTAIN VIEW
OUTLINE OF FUND STRUCTURE AND DESCRIPTION OF FUND

GOVERNMENTAL FUNDS:

GENERAL FUND

General Operating	Operations of the City which are not recorded in other funds.
Building Services	City's operation of building (development) services.
Shoreline Golf Links	City's operation of the municipal golf course.

GENERAL FUND RESERVES

Reserves	Designated for specific purposes or to fund liabilities.
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SPECIAL REVENUE

Gas Tax	Expenditures limited to specific purposes as prescribed by law, primarily road construction, maintenance and certain administrative costs.
Construction/Conveyance Tax	Revenues derived from fees authorized by Mountain View City Code used for implementation of the Capital Improvement program.
Below Market Rate Housing/ Housing Impact	Developer fees in-lieu of providing affordable housing and nonresidential development fees used to increase/improve the supply of very low to moderate income households.
Transit Oriented Development	Developer fees in-lieu of providing certain transit related improvements for an increased development intensity permit.
Revitalization Authority	Operations of the redevelopment district as authorized by Council Ordinance No. 38.69 adopted October 27, 1969.
Revitalization Housing Set-Aside	Twenty percent of annual Revitalization Authority property taxes to be used for the provision of low- and moderate-income housing.
Downtown Benefit Assmt Districts	Operations of a Maintenance Assessment District, a Business Improvement District created for specific areas downtown, and collection of Parking in-leiu fees.
Supp Law Enforcement Services	State Supplemental Law Enforcement Services (COPS) grant.
CDBG	Federal Community Development Block Grant funds.
Cable Television	Cable franchise fee revenues and related expenditures.
Shoreline Regional Park Community	Operations of the North Bayshore District, Resolution 8184 on February 10, 1969 and subsequently approved by State Assembly Bill 1027 (1969) Chapter 1109 creating the Community.

CAPITAL PROJECTS

Storm Drain	Revenues derived from off-site drainage fees authorized by Mountain View City Code Section 28.51 and used for storm drainage capital improvements.
Park Land Dedication	Revenues derived from fees authorized by Chapter 41 of the Mountain View City Code to be used for park and recreation projects.

PROPRIETARY FUNDS:

ENTERPRISE

Water	Operation and maintenance of all facilities required to supply, distribute and meter the potable water used by consumers in the City's service area.
Wastewater	Operation and maintenance of all facilities required to transport and process wastewater.
Solid Waste Management	Collection, transportation, recycling and disposal services of the City and two of the City's landfill postclosure maintenance activities.

INTERNAL SERVICE

Equip Maint. & Replacement	Centralized fleet maintenance services and certain equipment replacement.
Workers' Compensation	City's workers' compensation self insurance program.
Unemployment	City's unemployment self insurance program.
Liability	City's liability self insurance program.
Retirees' Health	City's retirees' health insurance program.
Employee Benefits	City's employee benefits self insurance program (vision and other misc benefits).

PROPOSED FISCAL YEAR 2010-11 BUDGET - FUND GROUP SUMMARIES

	BEGINNING <u>BALANCE</u>	<u>REVENUES</u>	TOTAL <u>AVAILABLE</u>	EXPENDI- <u>TURES</u>
<u>GENERAL FUND</u>				
General Operating	\$ 0	87,649,284	87,649,284	88,436,521
Building Services	5,080,078	3,193,428	8,273,506	3,341,214
Shoreline Golf Links	838,831	3,205,359	4,044,190	3,814,463
TOTAL	\$ 5,918,909	94,048,071	99,966,980	95,592,198
<u>SPECIAL REVENUE</u>				
Gas Tax	\$ 2,238,844	1,274,580	3,513,424	0
Construction/Conveyance Tax	6,572,717	2,601,457	9,174,174	0
Below Market Rate Housing	12,998,649	415,775	13,414,424	4,777,751
Transit Oriented Development	572,490	17,465	589,955	0
Housing Impact	531,634	17,012	548,646	515,000
Revitalization Authority	6,725,819	5,020,186	11,746,005	1,540,613
Revitalization Authority Housing Set-Aside	11,147,851	1,300,162	12,448,013	2,535,398
Downtown Benefit Assmt Districts	1,146,921	460,690	1,607,611	303,526
Supp Law Enforcement Services	15,798	100,000	115,798	101,207
CDBG	575,693	1,260,543	1,836,236	2,417,312
Cable Television	617,568	1,006,000	1,623,568	198,000
Shoreline Regional Park Community	22,243,004	28,905,130	51,148,134	11,724,580
TOTAL	\$ 65,386,988	42,379,000	107,765,988	24,113,387
<u>CAPITAL PROJECTS</u>				
Storm Drain	\$ 771,695	43,243	814,938	0
Park Land Dedication	8,007,588	344,110	8,351,698	0
TOTAL	\$ 8,779,283	387,353	9,166,636	0
<u>ENTERPRISE</u>				
Water	\$ 8,320,935	21,107,624	29,428,559	20,189,195
Wastewater	11,409,802	14,851,326	26,261,128	13,373,238
Solid Waste Management	3,961,959	10,042,301	14,004,260	10,227,623
TOTAL	\$ 23,692,696	46,001,251	69,693,947	43,790,056
<u>INTERNAL SERVICE</u>				
Equip Maint & Repl	\$ 13,270,473	5,629,494	18,899,967	6,026,340
Workers' Compensation	5,367,220	1,831,850	7,199,070	1,834,900
Unemployment	269,340	10,529	279,869	80,000
Liability	3,514,731	1,774,418	5,289,149	1,409,418
Retirees Health	1,214,829	4,582,924	5,797,753	4,607,924
Employee Benefits	362,254	69,532	431,786	112,580
TOTAL	\$ 23,998,847	13,898,747	37,897,594	14,071,162
<u>GENERAL FUND RESERVES</u>				
TOTAL	\$ 67,019,913	5,121,608	72,141,521	14,102,825
GRAND TOTAL	\$ 194,796,636	201,836,030	396,632,666	191,669,628

<u>DEBT SERVICE</u>	<u>CAPITAL PROJECTS</u>	<u>INTRFD TRANSFERS</u>	<u>TOTAL EXPENDI- TURES</u>	<u>OTHER</u>	<u>ENDING BALANCE</u>
0	0	1,944,664	90,381,185	2,791,015	59,114
0	200,000	39,943	3,581,157	0	4,692,349
0	0	204,035	4,018,498	0	25,692
0	200,000	2,188,642	97,980,840	2,791,015	4,777,155
0	685,000	1,207,170	1,892,170	0	1,621,254
1,018,319	1,459,000	0	2,477,319	0	6,696,855
0	0	0	4,777,751	0	8,636,673
0	0	0	0	0	589,955
0	0	0	515,000	0	33,646
101,135	(225,000)	2,758,243	4,174,991	(154,232)	7,416,782
606,807	0	0	3,142,205	0	9,305,808
0	0	109,318	412,844	0	1,194,767
0	0	0	101,207	0	14,591
0	0	0	2,417,312	1,206,176	625,100
0	0	808,000	1,006,000	0	617,568
4,948,864	796,000	2,002,234	19,471,678	(10,000,000)	21,676,456
6,675,125	2,715,000	6,884,965	40,388,477	(8,948,056)	58,429,455
0	25,000	0	25,000	0	789,938
0	1,098,167	0	1,098,167	(5,975,280)	1,278,251
0	1,123,167	0	1,123,167	(5,975,280)	2,068,189
634,000	1,534,000	414,552	22,771,747	(4,115,644)	2,541,168
0	1,574,000	204,341	15,151,579	(5,345,756)	5,763,793
0	423,000	128,303	10,778,926	(2,454,962)	770,372
634,000	3,531,000	747,196	48,702,252	(11,916,362)	9,075,333
0	0	33,955	6,060,295	(12,640,639)	199,033
0	0	525,000	2,359,900	(3,442,757)	1,396,413
0	0	0	80,000	0	199,869
0	0	0	1,409,418	(1,639,479)	2,240,252
0	0	0	4,607,924	0	1,189,829
0	0	0	112,580	0	319,206
0	0	558,955	14,630,117	(17,722,875)	5,544,602
1,837,454	988,000	3,246,230	20,174,509	(5,328,233)	46,638,779
9,146,579	8,557,167	13,625,988	222,999,362	(47,099,791)	126,533,513

GENERAL OPERATING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 25,647,300	25,985,220	26,348,686	26,418,230
Sales Tax	16,263,633	15,673,920	15,153,090	15,663,910
Other Local Taxes	9,241,760	8,786,150	9,085,190	9,362,472
Licenses, Permits & Fees	3,236,831	3,330,058	3,212,756	3,464,373
Fines & Forfeitures	799,989	837,500	931,366	923,062
Use of Money & Property	11,480,244	11,498,314	10,942,961	10,708,195
Intergovernmental	774,743	922,876	1,063,437	826,650
Charges for Services	2,853,012	2,711,236	2,672,950	3,620,086
Other Revenues	2,096,397	1,377,769	1,579,949	1,400,027
Interfund Revenues & Transfers	13,509,329	13,474,010	13,584,010	13,202,526
Loan Repayments	2,059,753	2,059,753	2,059,753	2,059,753
Total	<u>87,962,991</u>	<u>86,656,806</u>	<u>86,634,148</u>	<u>87,649,284</u>
Expenditures and Uses of Funds:				
Operations	81,520,214	86,584,643	82,144,387	85,762,312
Debt Service Payments	1,019,865	0	0	0
General Fund Administration	29,281	0	0	0
Self Insurance	809,194	805,573	805,573	827,858
Transfer to Equip Replace Res	<u>1,200,000</u>	<u>1,200,000</u>	<u>1,200,000</u>	<u>1,000,000</u>
Subtotal	84,578,554	88,590,216	84,149,960	87,590,170
Additional Expenditures:				
Equipment Replacement	0	684,551	684,551	944,664
Self Insurance (Retiree's Health)	<u>0</u>	<u>1,635,583</u>	<u>1,635,583</u>	<u>1,846,351</u>
Total	<u>84,578,554</u>	<u>90,910,350</u>	<u>86,470,094</u>	<u>90,381,185</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	3,384,437	(4,253,544)	164,054	(2,731,901)
Additional Sources:				
Estimated Operating Budget Savings	0	2,645,000	0	2,791,015
Transfer from Budget Contingency Res.	0	1,608,544	0	0
Economic Stabilization Contingency	(3,384,437)	0	0	0
Beginning Balance, July 1	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30*	<u>\$ 0</u>	<u>0</u>	<u>164,054</u>	<u>59,114</u>

* Balance less any reserves for encumbrances and changes in assets and liabilities, is transferred to various reserves after the end of the fiscal year.

The General Operating Fund accounts for the operations of the City which are not recorded in other funds.

GENERAL FUND: BUILDING SERVICES

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 217,532	207,623	197,689	172,499
Licenses & Permits	1,561,174	1,558,500	2,062,600	2,000,000
Charges for Services	1,025,983	1,100,100	928,122	1,020,929
Other Revenues	<u>6,026</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>2,810,715</u>	<u>2,866,223</u>	<u>3,188,411</u>	<u>3,193,428</u>
Expenditures and Uses of Funds:				
Operations	2,087,791	2,713,519	2,165,966	2,674,679
Capital Projects	0	50,000	50,000	200,000
General Fund Administration	644,537	648,226	648,226	618,433
Other Funds Administration	24,844	25,086	25,086	23,831
Self Insurance	39,667	48,753	48,753	24,271
Retirees' Health Unfunded Liability	262,152	387,592	387,592	0
Transfer to Equip Replace Res	<u>24,018</u>	<u>25,141</u>	<u>25,141</u>	<u>39,943</u>
Total	<u>3,083,009</u>	<u>3,898,317</u>	<u>3,350,764</u>	<u>3,581,157</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(272,294)	(1,032,094)	(162,353)	(387,729)
Beginning Balance, July 1	<u>5,514,725</u>	<u>5,242,431</u>	<u>5,242,431</u>	<u>5,080,078</u>
Ending Balance, June 30	\$ <u><u>5,242,431</u></u>	<u><u>4,210,337</u></u>	<u><u>5,080,078</u></u>	<u><u>4,692,349</u></u>

Building Services records the revenues and expenditures related to the building activity resulting from public and private development.

GENERAL FUND: SHORELINE GOLF LINKS

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 64,392	51,989	50,709	24,277
Green Fees	2,019,262	2,005,856	1,958,589	1,958,589
Golf Car/Other Rentals	343,232	330,147	300,634	315,665
Range Revenue	344,307	327,372	328,810	345,251
Retail Sales	329,330	400,947	292,706	400,947
Golf Lessons/Club Repair	131,657	126,121	123,457	129,630
Concessions	7,064	7,500	7,500	8,000
Other Revenues	<u>25,212</u>	<u>17,000</u>	<u>25,286</u>	<u>23,000</u>
Total	<u>3,264,456</u>	<u>3,266,932</u>	<u>3,087,691</u>	<u>3,205,359</u>
Expenditures and Uses of Funds:				
Operations	3,048,469	3,372,983	2,944,129	3,289,427
General Fund Administration	370,967	378,400	378,400	359,480
Self Insurance	111,713	139,192	139,192	165,556
Transfer to Equip Replace Res	<u>170,655</u>	<u>178,084</u>	<u>178,084</u>	<u>204,035</u>
Total	<u>3,701,804</u>	<u>4,068,659</u>	<u>3,639,805</u>	<u>4,018,498</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(437,348)	(801,727)	(552,114)	(813,139)
Beginning Balance, July 1	<u>1,828,293</u>	<u>1,390,945</u>	<u>1,390,945</u>	<u>838,831</u>
Ending Balance, June 30	<u>\$ 1,390,945</u>	<u>589,218</u>	<u>838,831</u>	<u>25,692</u>

Shoreline Golf Links includes revenues and expenditures related to the City's operation of the golf course.
The City commenced direct management of the course on December 1, 1995.

GAS TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 120,926	103,270	117,292	103,971
2105 Funds	402,094	372,860	397,850	403,818
2106 Funds	263,359	246,250	260,910	249,944
2107 Funds	519,256	501,820	530,610	509,347
2107.5 Funds	7,500	7,500	7,500	7,500
Traffic Congestion Relief (AB2928)	476,568	894,100	334,540	0
Other Revenues	450,138	0	0	0
Capital Projects Refunds	3,837	0	0	0
Total	<u>2,243,678</u>	<u>2,125,800</u>	<u>1,648,702</u>	<u>1,274,580</u>
Expenditures and Uses of Funds:				
Capital Projects	700,138	0	0	685,000
General Fund Administration	7,062	0	0	0
Transfer to General Operating Fund	1,149,250	1,195,220	1,195,220	1,207,170
Total	<u>1,856,450</u>	<u>1,195,220</u>	<u>1,195,220</u>	<u>1,892,170</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	387,228	930,580	453,482	(617,590)
Beginning Balance, July 1	<u>1,398,134</u>	<u>1,785,362</u>	<u>1,785,362</u>	<u>2,238,844</u>
Ending Balance, June 30	<u>\$ 1,785,362</u>	<u>2,715,942</u>	<u>2,238,844</u>	<u>1,621,254</u>

1. Section 2105 Funds: Expenditure of apportioned funds may be made for any street purpose and funds apportioned to the City are on a per capita basis.
2. Section 2106 and 2107 Funds: Expenditure of apportioned funds may be made for any street purpose. This includes construction, purchase of right-of-way, or maintenance. Funds are apportioned as follows: (a) 2106: \$4,800 fixed amount and a per capita distribution; (b) 2107: a per capita distribution and interest earnings.
3. Section 2107.5 Funds-Engineering: Funds are required to be used exclusively for engineering and administrative costs associated with streets and roads. The amount of \$7,500 is apportioned to the City based on population.

Expenditures of this fund are limited to specific purposes as prescribed by law; primarily road construction, maintenance and certain administrative costs. All expenditures are audited by the State Controller's Office.

CONSTRUCTION TAX - REAL PROPERTY CONVEYANCE TAX FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Real Property Conveyance Tax	\$ 2,704,324	2,000,000	2,292,362	2,000,000
Construction Tax - Other	3,421	4,000	7,175	4,000
Investment Earnings	736,833	653,491	638,556	597,457
Capital Projects Refunds	<u>640,109</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>4,084,687</u>	<u>2,657,491</u>	<u>2,938,093</u>	<u>2,601,457</u>
Expenditures and Uses of Funds:				
Capital Projects	4,427,250	3,859,660	3,856,660	1,459,000
General Fund Administration	94,233	0	0	0
Debt Service	<u>0</u>	<u>1,019,137</u>	<u>1,016,444</u>	<u>1,018,319</u>
Total	<u>4,521,483</u>	<u>4,878,797</u>	<u>4,873,104</u>	<u>2,477,319</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(436,796)	(2,221,306)	(1,935,011)	124,138
Beginning Balance, July 1	<u>8,944,524</u>	<u>8,507,728</u>	<u>8,507,728</u>	<u>6,572,717</u>
Ending Balance, June 30	<u>\$ 8,507,728</u>	<u>6,286,422</u>	<u>6,572,717</u>	<u>6,696,855</u>

The Construction Tax and Real Property Conveyance Tax Fund revenues are derived from fees authorized by Mountain View City Code, Sections 29.56 and 29.63 respectively. When a transfer of ownership occurs the Real Property Conveyance Tax is assessed at \$3.30 for each \$1,000 of real property located in the City. These revenues are to be used for implementation of the City's Capital Improvements Program, including servicing bonds issued in connection with said improvements.

BELOW MARKET RATE HOUSING FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 458,008	352,182	478,209	415,775
BMR Housing In Lieu Fees	<u>2,759,435</u>	<u>0</u>	<u>2,511,532</u>	<u>0</u>
Total	<u>3,217,443</u>	<u>352,182</u>	<u>2,989,741</u>	<u>415,775</u>
Expenditures and Uses of Funds:				
Operations	248,352	2,397,387	1,417,636	4,776,444
Self Insurance	3,038	1,937	1,937	1,307
Retirees' Health Unfunded Liability	<u>51,152</u>	<u>10,213</u>	<u>10,213</u>	<u>0</u>
Total	<u>302,542</u>	<u>2,409,537</u>	<u>1,429,786</u>	<u>4,777,751</u>
Revenues and Sources Over (Under) Expenditures and Uses	2,914,901	(2,057,355)	1,559,955	(4,361,976)
Beginning Balance, July 1	<u>8,523,793</u>	<u>11,438,694</u>	<u>11,438,694</u>	<u>12,998,649</u>
Ending Balance, June 30	\$ <u><u>11,438,694</u></u>	<u><u>9,381,339</u></u>	<u><u>12,998,649</u></u>	<u><u>8,636,673</u></u>

As authorized by Mountain View City Code section 36.82 the Below Market Rate Housing Program requires that 10.0% of all new residential units or parcels within a development be affordable to low and moderate income households. Alternatively, a developer may pay a fee in-lieu of providing these units which will then be used to provide affordable housing approved by the City Council. The City has contracted with the Housing Authority of Santa Clara County to provide the administrative support for this program.

TRANSIT ORIENTED DEVELOPMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 25,913	22,379	26,700	17,465
Capital Project Refunds	<u>338,562</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>364,475</u>	<u>22,379</u>	<u>26,700</u>	<u>17,465</u>
Expenditures and Uses of Funds:				
General Fund Administration	2,561	0	0	0
Capital Projects	<u>200,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>202,561</u>	<u>0</u>	<u>0</u>	<u>0</u>
Revenues and Sources Over (Under) Expenditures and Uses	161,914	22,379	26,700	17,465
Beginning Balance, July 1	<u>383,876</u>	<u>545,790</u>	<u>545,790</u>	<u>572,490</u>
Ending Balance, June 30	\$ <u><u>545,790</u></u>	<u><u>568,169</u></u>	<u><u>572,490</u></u>	<u><u>589,955</u></u>

A developer may apply for a Transit Oriented Development (TOD) Overlay Zone and a TOD permit to increase the development density. A condition of the permit would require the provision of certain transit related improvements. A developer may pay the City in-lieu of providing these improvements.

HOUSING IMPACT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 19,458	19,281	18,611	17,012
Housing Impact Fees	<u>14,810</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>34,268</u>	<u>19,281</u>	<u>18,611</u>	<u>17,012</u>
Expenditures and Uses of Funds:				
Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	<u>515,000</u>
Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>515,000</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	34,268	19,281	18,611	(497,988)
Beginning Balance, July 1	<u>478,755</u>	<u>513,023</u>	<u>513,023</u>	<u>531,634</u>
Ending Balance, June 30	\$ <u><u>513,023</u></u>	<u><u>532,304</u></u>	<u><u>531,634</u></u>	<u><u>33,646</u></u>

In accordance with the Mountain View City Code section 36.91, the Housing Impact Program requires a fee to be imposed on all nonresidential developments to be used to increase and improve the supply of very low to moderate income housing.

REVITALIZATION AUTHORITY FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 5,059,730	4,716,310	4,979,398	4,783,110
Investment Earnings	270,754	166,710	273,158	236,770
Loan Payment - Parking In Lieu Fund	957	0	31	306
Other Revenues	12,903	0	0	0
Capital Projects Refunds	3,567	0	0	0
Total	<u>5,347,911</u>	<u>4,883,020</u>	<u>5,252,587</u>	<u>5,020,186</u>
Expenditures and Uses of Funds:				
Operations	237,964	273,197	296,530	896,036
Capital Projects	225,000	0	50,000	(225,000)
General Fund Administration	247,619	247,970	247,970	235,572
Housing Set Aside	1,011,946	943,262	995,880	956,622
2003 Tax Alloc Bonds	101,336	101,239	101,238	101,135
Indebt Pymt to General Non-Oper Fund	1,341,086	1,446,507	1,407,982	1,635,507
General Fund Loan Repayment	165,502	165,502	165,502	165,502
ERAF/SERAF	0	0	1,669,859	345,000
Self Insurance	68,623	69,083	69,083	64,005
Retirees' Health Unfunded Liability	68,499	39,351	39,351	0
Transfer to General Operating Fund	6,000	0	0	0
Transfer to Equip Replace Res	506	524	524	612
Total	<u>3,474,081</u>	<u>3,286,635</u>	<u>5,043,919</u>	<u>4,174,991</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	1,873,830	1,596,385	208,668	845,195
Beginning Balance, July 1	4,643,321	6,517,151	6,517,151	6,725,819
Reserved Bond Proceeds	<u>(100,571)</u>	<u>(118,751)</u>	<u>(136,345)</u>	<u>(154,232)</u>
Ending Balance, June 30	<u>\$ 6,416,580</u>	<u>7,994,785</u>	<u>6,589,474</u>	<u>7,416,782</u>

Creation of the Revitalization Authority was authorized by Council Ordinance No. 38.69, adopted October 27, 1969. The initial project area is the Civic Center shopping area, as provided in Council Resolution 8507, adopted December 15, 1969.

		Total <u>Assessed Value</u>	<u>Frozen Base</u>	Tax <u>Increment Value</u>
Actual	2004-05	\$290,505,444	\$21,235,200	\$269,270,244
Actual	2005-06	\$329,948,975	\$21,235,200	\$308,713,775
Actual	2006-07	\$361,832,108	\$21,235,200	\$340,596,908
Actual	2007-08	\$373,288,259	\$21,235,200	\$352,053,059
Actual	2008-09	\$445,489,845	\$21,235,200	\$424,254,645
Estimated	2009-10	\$458,733,549	\$21,235,200	\$437,498,349
Proposed	2010-11	\$439,655,632	\$21,235,200	\$418,420,432

The Revitalization Authority receives tax increment derived from the difference between the frozen base year value and the current fiscal year assessed value.

REVITALIZATION AUTHORITY HOUSING SET-ASIDE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 376,964	348,777	364,823	343,540
Transfer from Revitalization Auth	<u>1,011,946</u>	<u>943,262</u>	<u>995,880</u>	<u>956,622</u>
Total	<u>1,388,910</u>	<u>1,292,039</u>	<u>1,360,703</u>	<u>1,300,162</u>
Expenditures and Uses of Funds:				
Operations	119,575	226,254	125,112	2,534,091
2003 Tax Alloc Bonds	608,013	607,429	607,429	606,807
Self Insurance	3,298	1,588	1,588	1,307
Retirees' Health Unfunded Liability	<u>55,537</u>	<u>4,806</u>	<u>4,806</u>	<u>0</u>
Total	<u>786,423</u>	<u>840,077</u>	<u>738,935</u>	<u>3,142,205</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	602,487	451,962	621,768	(1,842,043)
Beginning Balance, July 1*	<u>9,923,596</u>	<u>10,526,083</u>	<u>10,526,083</u>	<u>11,147,851</u>
Ending Balance, June 30*	<u>\$ 10,526,083</u>	<u>10,978,045</u>	<u>11,147,851</u>	<u>9,305,808</u>

State law mandates that a housing set-aside requirement equivalent to 20.0 percent of the Authority's annual property taxes is to be used for the provision of low- and moderate-income housing.

Beginning in Fiscal Year 2008-09, adopted revenues and expenditures for the Housing Set Aside Fund were separated from the Revitalization Authority fund schedule. For comparison purposes, this change has been reflected in Fiscal Year 2007-08 in this fund schedule.

*The balance includes the \$6.0 million in bond proceeds issued in 2003 for future low and moderate income housing.

DOWNTOWN BENEFIT ASSESSMENT DISTRICTS FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 50,369	43,462	42,982	40,298
Permit Revenues	99,120	91,471	134,320	132,270
Investment Earnings	45,373	39,716	43,171	37,260
Rents & Leases	40,500	40,000	40,000	40,000
Homeowner's Tax Exemption	3,159	3,220	3,207	3,206
Maintenance Assessment District	157,460	158,606	158,606	158,606
Business Improvement District	37,973	39,000	44,953	49,050
Other Revenues	10,688	0	0	0
Capital Projects Refunds	116	0	0	0
Total	<u>444,758</u>	<u>415,475</u>	<u>467,239</u>	<u>460,690</u>
Expenditures and Uses of Funds:				
Operations	161,875	224,655	183,033	212,545
Business Improvement District	37,973	39,000	39,000	55,003
Capital Projects	140,000	0	0	0
General Fund Administration	34,123	37,380	37,380	35,511
Loan Repayment	957	187	31	306
Self Insurance	635	804	804	467
Retirees' Health Unfunded Liability	1,333	5,386	5,386	0
Transfer to General Operating Fund	108,400	108,400	108,400	108,400
Transfer to Equip Replace Res	506	524	524	612
Total	<u>485,802</u>	<u>416,336</u>	<u>374,558</u>	<u>412,844</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(41,044)	(861)	92,681	47,846
Beginning Balance, July 1	<u>1,095,284</u>	<u>1,054,240</u>	<u>1,054,240</u>	<u>1,146,921</u>
Ending Balance, June 30	<u>\$ 1,054,240</u>	<u>1,053,379</u>	<u>1,146,921</u>	<u>1,194,767</u>

The Parking District is a maintenance assessment district in the downtown Castro Street area created to provide for and maintain parking lots and structures. In addition to property tax revenues, an annual assessment is levied on properties in the district. The Mountain View City Code requires that as a condition of approval for any development within the Downtown Parking District, the developer or owner shall provide the required off-street parking, pay the parking in-lieu fee established by Council or a combination of the two. These funds are collected and reserved to fund the construction of new parking spaces.

The Business Improvement Districts (BID) were created for specific areas of the downtown and are an assessment to the business owners based on the type and size of the business. These funds are utilized for staffing dedicated to the promotion and support of downtown businesses.

SUPPLEMENTAL LAW ENFORCEMENT SERVICES FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
COPs Grant	\$ <u>100,000</u>	<u>100,000</u>	<u>102,425</u>	<u>100,000</u>
Total	<u>100,000</u>	<u>100,000</u>	<u>102,425</u>	<u>100,000</u>
Expenditures and Uses of Funds:				
Operations	104,254	127,029	121,088	101,207
Self Insurance	3,038	659	659	0
Retirees' Health Unfunded Liability	<u>51,152</u>	<u>10,213</u>	<u>10,213</u>	<u>0</u>
Total	<u>158,444</u>	<u>137,901</u>	<u>131,960</u>	<u>101,207</u>
Revenues and Sources Over (Under) Expenditures and Uses	(58,444)	(37,901)	(29,535)	(1,207)
Beginning Balance, July 1	<u>103,777</u>	<u>45,333</u>	<u>45,333</u>	<u>15,798</u>
Ending Balance, June 30	\$ <u><u>45,333</u></u>	<u><u>7,432</u></u>	<u><u>15,798</u></u>	<u><u>14,591</u></u>

The Supplemental Law Enforcement Services Fund receives revenues from a state grant to counties and cities to fund additional front-line law enforcement services. Each city is required to report periodically to an oversight committee in their county.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 49,646	0	0	0
Federal Grant	579,175	684,538	803,328	741,398
Home Program	27,719	470,608	34,138	469,145
Loan Repayments	421,088	50,000	400,462	50,000
Other Revenues	<u>143</u>	<u>0</u>	<u>10,842</u>	<u>0</u>
Total	<u>1,077,771</u>	<u>1,205,146</u>	<u>1,248,770</u>	<u>1,260,543</u>
Expenditures and Uses of Funds:				
Operations	429,487	2,212,873	670,215	2,417,312
Capital	44,728	0	398,304	0
Loans	<u>208,114</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>682,329</u>	<u>2,212,873</u>	<u>1,068,519</u>	<u>2,417,312</u>
Revenues and Sources Over (Under) Expenditures and Uses	395,442	(1,007,727)	180,251	(1,156,769)
Reprogrammed Revenue	0	1,035,754	0	1,206,176
Beginning Balance, July 1	<u>0</u>	<u>395,442</u>	<u>395,442</u>	<u>575,693</u>
Ending Balance, June 30	\$ <u><u>395,442</u></u>	<u><u>423,469</u></u>	<u><u>575,693</u></u>	<u><u>625,100</u></u>

The Community Development Block Grant Fund derives its revenues from grants received from the Department of Housing and Urban Development. The intent of the program is to enhance the physical development of the community. Public services are also eligible to a limited extent.

CABLE TELEVISION FUND

Statement of Revenues, Expenditures and Balances

		Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:					
Franchise Fees	\$	811,640	800,000	784,769	808,000
PEG Fees		<u>185,710</u>	<u>198,000</u>	<u>215,027</u>	<u>198,000</u>
Total		<u>997,350</u>	<u>998,000</u>	<u>999,796</u>	<u>1,006,000</u>
Expenditures and Uses of Funds:					
Expenditures		103,568	198,000	196,600	198,000
Transfer to General Operating Fund		<u>741,640</u>	<u>800,000</u>	<u>784,769</u>	<u>808,000</u>
Total		<u>845,208</u>	<u>998,000</u>	<u>981,369</u>	<u>1,006,000</u>
Revenues and Sources Over (Under)					
Expenditures and Uses		152,142	0	18,427	0
Beginning Balance, July 1		<u>446,999</u>	<u>599,141</u>	<u>599,141</u>	<u>617,568</u>
Ending Balance, June 30	\$	<u><u>599,141</u></u>	<u><u>599,141</u></u>	<u><u>617,568</u></u>	<u><u>617,568</u></u>

Ordinance No. 4.08, adopted on May 13, 2008 amended Chapter 37 of the Mountain View City Code relating to Cable Television franchise regulations in its entirety. It is anticipated that all expenditures incurred by the City will be recovered by franchise fee revenue.

SHORELINE REGIONAL PARK COMMUNITY FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Property Taxes	\$ 22,338,885	22,923,401	28,550,206	26,844,762
Investment Earnings	1,663,514	1,419,372	1,408,021	1,161,926
Rents & Leases	152,730	155,000	148,710	155,000
Other Revenues	83,278	35,500	41,836	35,500
2003 Tax Alloc Bonds Investment	709,349	708,667	708,666	707,942
Capital Projects Refunds	588,031	0	0	0
Total	<u>25,535,787</u>	<u>25,241,940</u>	<u>30,857,439</u>	<u>28,905,130</u>
Expenditures and Uses of Funds:				
Operations	3,216,683	3,743,295	3,536,760	3,672,715
Capital Projects	12,805,000	2,945,000	3,345,000	796,000
General Fund Administration	5,284,677	5,173,320	5,173,320	4,914,654
Water Fund Administration	46,765	47,233	47,233	44,871
Principal - 1996 Tax Alloc Bonds	760,000	805,000	805,000	845,000
Interest - 1996 Tax Alloc Bonds	831,187	791,383	788,842	745,585
Principal - 2001 Tax Alloc Bonds	1,090,000	1,130,000	1,130,000	1,175,000
Interest - 2001 Tax Alloc Bonds	541,714	501,985	499,249	456,450
Principal - 2004 Tax Alloc Bonds	1,135,000	1,160,000	1,160,000	1,195,000
Interest - 2004 Tax Alloc Bonds	598,754	568,648	568,642	531,829
General Fund Loan Repayment	1,894,251	1,894,251	1,894,251	1,894,251
Self Insurance	97,238	66,854	66,854	30,488
Retirees' Health Unfunded Liability	1,213,502	573,830	573,830	0
Intergovernmental Payments	2,510,677	2,817,975	2,822,840	3,061,852
Transfer to Equip Replace Res	509,779	72,543	72,543	107,983
Transfer to Other	1,064,000	0	0	0
Total	<u>33,599,227</u>	<u>22,291,317</u>	<u>22,484,364</u>	<u>19,471,678</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(8,063,440)	2,950,623	8,373,075	9,433,452
Beginning Balance, July 1	21,933,369	13,869,929	13,869,929	22,243,004
Strategic Investment/Property Acquisition	0	0	0	(10,000,000)
Ending Balance, June 30	<u>\$ 13,869,929</u>	<u>16,820,552</u>	<u>22,243,004</u>	<u>21,676,456</u>

Resolution 8184, February 10, 1969, endorsed a State Law to create the North Bayshore District. Subsequently, State Assembly Bill 1027 (1969), Chapter 1109 created the Shoreline Regional Park Community (Community). Assessed values are as follows:

		<u>Total Assessed Value</u>	<u>Frozen Base</u>	<u>Tax Increment Value</u>
Actual	2004-05	\$1,688,801,398	\$33,888,148	\$1,654,913,250
Actual	2005-06	\$1,746,050,800	\$33,888,148	\$1,712,162,652
Actual	2006-07	\$2,147,316,364	\$33,888,148	\$2,113,428,216
Actual	2007-08	\$2,285,633,834	\$33,888,148	\$2,251,745,686
Actual	2008-09	\$2,129,113,662	\$33,888,148	\$2,095,225,514
Estimated	2009-10	\$2,687,885,150	\$33,888,148	\$2,653,997,002
Proposed	2010-11	\$2,595,221,423	\$33,888,148	\$2,561,333,275

The Community receives tax increment derived on the difference between the frozen base year value and the current year assessed value.

STORM DRAIN CONSTRUCTION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 35,880	37,775	33,815	33,243
Existing Facilities & Front Footage	<u>34,224</u>	<u>10,000</u>	<u>3,600</u>	<u>10,000</u>
Total	<u>70,104</u>	<u>47,775</u>	<u>37,415</u>	<u>43,243</u>
Expenditures and Uses of Funds:				
Capital Projects	25,000	25,000	25,000	25,000
General Fund Administration	<u>23</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>25,023</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	45,081	22,775	12,415	18,243
Beginning Balance, July 1	<u>714,199</u>	<u>759,280</u>	<u>759,280</u>	<u>771,695</u>
Ending Balance, June 30	<u>\$ 759,280</u>	<u>782,055</u>	<u>771,695</u>	<u>789,938</u>

The Storm Drain Construction Fund revenues are derived from off-site drainage fees authorized by Mountain View Code Section 28.51. These revenues are to be used for storm drainage projects in the Capital Improvements Program.

PARK LAND DEDICATION FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 418,931	398,473	388,200	344,110
Construction Fees	805,500	0	286,950	0
Capital Projects Refunds	<u>81,011</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>1,305,442</u>	<u>398,473</u>	<u>675,150</u>	<u>344,110</u>
Expenditures and Uses of Funds:				
Capital Projects	1,959,717	1,554,866	1,554,866	1,098,167
Transfer to General Fund	<u>7,902</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>1,967,619</u>	<u>1,554,866</u>	<u>1,554,866</u>	<u>1,098,167</u>
Revenues and Sources Over (Under) Expenditures and Uses	(662,177)	(1,156,393)	(879,716)	(754,057)
Beginning Balance, July 1	9,549,481	8,887,304	8,887,304	8,007,588
Designated for Future CIP's	<u>(5,679,979)</u>	<u>(4,175,280)</u>	<u>(5,975,113)</u>	<u>(5,975,280)</u>
Ending Balance, June 30	\$ <u>3,207,325</u>	<u>3,555,631</u>	<u>2,032,475</u>	<u>1,278,251</u>

The Park Land Dedication Fund revenues are derived from fees authorized by Chapter 41 of the Mountain View City Code. These revenues are to be used for park and recreation projects. Effective in Fiscal Year 1997-98 fees are approved and designated by Council after receipt. As this type of fee is dependent upon subdivision and single lot development, future fee revenue is no longer projected and budgeted in advance.

WATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 646,129	580,047	632,638	552,678
Water Sales	17,622,695	18,423,146	17,832,396	19,285,736
Recycled Water Sales	0	830,687	581,306	460,026
Connection Fees	0	10,000	0	10,000
Water Main Extensions	109,450	30,000	0	30,000
Other Revenues	1,122,034	350,000	409,938	350,000
Admin from Shoreline Community	46,765	47,233	47,233	44,871
Admin from Wastewater	208,475	210,560	210,560	200,032
Admin from Solid Waste Management	143,409	144,843	144,843	137,601
Admin from Equipment Maintenance	38,229	38,611	38,611	36,680
Total	<u>19,937,186</u>	<u>20,665,127</u>	<u>19,897,525</u>	<u>21,107,624</u>
Expenditures and Uses of Funds:				
Operations	5,013,052	6,561,190	6,077,775	6,527,455
Water Purchased	8,014,675	9,093,359	8,534,013	10,108,213
Capital Projects	1,795,000	3,420,000	3,420,000	1,534,000
General Fund Administration	1,478,611	1,474,449	1,474,449	1,427,815
Depreciation	2,054,634	1,653,293	2,054,634	2,054,634
Debt Service	639,048	633,100	633,100	634,000
Self Insurance	139,588	148,009	148,009	71,078
Retirees' Health Unfunded Liability	395,717	1,216,191	1,216,191	0
Transfer to General Fund	0	0	25,000	0
Transfer to Graham School Site Maint Res	220,000	220,000	220,000	220,000
Transfer to Equip Replace Res	144,614	150,586	150,586	194,552
Total	<u>19,894,939</u>	<u>24,570,177</u>	<u>23,953,757</u>	<u>22,771,747</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	42,247	(3,905,050)	(4,056,232)	(1,664,123)
Net Change In Non Current Assets	1,481,883	1,653,293	2,054,634	2,054,634
Beginning Balance, July 1	8,798,403	10,322,533	10,322,533	8,320,935
Reserve	<u>(5,430,604)</u>	<u>(6,164,898)</u>	<u>(6,164,898)</u>	<u>(6,170,278)</u>
Ending Balance, June 30	<u>\$ 4,891,929</u>	<u>1,905,878</u>	<u>2,156,037</u>	<u>2,541,168</u>

The Water Fund accounts for the cost, operation and maintenance of all facilities required to supply, distribute and meter the water used by consumers in the City's service area.

WASTEWATER FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Hazardous Materials Permits	\$ 421,118	425,000	421,635	425,000
Investment Earnings	493,314	475,035	527,621	462,607
Wastewater Charges	13,171,863	13,865,028	13,858,995	13,858,995
Connection Fees	6,753	10,000	5,833	5,000
Blended Water Charges	688,254	0	0	0
Wastewater Main Extensions	112,462	30,000	52,145	30,000
Other Revenues	48,044	45,000	115,769	45,000
Admin from Building Services	24,237	24,479	24,479	24,724
Total	<u>14,966,045</u>	<u>14,874,542</u>	<u>15,006,477</u>	<u>14,851,326</u>
Expenditures and Uses of Funds:				
Operations	3,672,141	3,909,555	3,241,206	3,838,849
Water Quality Control Plant	7,614,208	8,105,690	6,049,558	7,448,030
Capital Projects	1,530,000	1,665,000	1,665,000	1,574,000
General Fund Administration	1,206,822	1,193,071	1,193,071	1,149,079
Water Fund Administration	208,475	210,560	210,560	200,032
Depreciation	696,864	586,114	696,864	696,864
Self Insurance	41,184	51,118	51,118	40,384
Retirees' Health Unfunded Liability	32,351	180,133	180,133	0
Transfer to General Fund	0	0	25,000	0
Transfer to Equip Replace Res	160,542	167,085	167,085	204,341
Transfer to Self Insurance	280,000	0	0	0
Total	<u>15,442,587</u>	<u>16,068,326</u>	<u>13,479,595</u>	<u>15,151,579</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(476,542)	(1,193,784)	1,526,882	(300,253)
Net Change In Non Current Assets	851,728	586,114	696,864	696,864
Beginning Balance, July 1	8,810,870	9,186,056	9,186,056	11,409,802
Reserve	<u>(5,983,620)</u>	<u>(5,983,620)</u>	<u>(5,983,620)</u>	<u>(6,042,620)</u>
Ending Balance, June 30	<u>\$ 3,202,436</u>	<u>2,594,766</u>	<u>5,426,182</u>	<u>5,763,793</u>

This fund accounts for the operation and maintenance of all facilities (including Mountain View's share of operation costs of the Palo Alto Regional Water Quality Control Plant) required to transport and process wastewater. Chapter 35 of the Mountain View City Code authorizes the collection of a wastewater service charge, a connection charge and an existing facility and front footage charge.

SOLID WASTE MANAGEMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 181,638	169,907	161,676	141,345
Intergovernmental	170,946	100,000	86,886	100,000
Waste Disposal Charges	8,462,346	9,421,806	8,795,344	9,685,380
Sale of Recycled Material	339	55,000	54,150	55,000
Other Revenues	101,887	125,000	165,181	60,000
Admin from Building Services	<u>607</u>	<u>607</u>	<u>607</u>	<u>576</u>
City Revenues	8,917,763	9,872,320	9,263,844	10,042,301
Recology Revenues	<u>10,783,997</u>	<u>11,033,107</u>	<u>10,498,069</u>	<u>11,152,098</u>
Total	<u>19,701,760</u>	<u>20,905,427</u>	<u>19,761,913</u>	<u>21,194,399</u>
Expenditures and Uses of Funds:				
Operations	2,614,593	3,142,381	2,950,555	3,264,510
Disposal	5,162,770	5,867,138	6,203,117	6,134,453
Capital Projects	5,000	493,000	493,000	423,000
General Fund Administration	551,849	556,820	556,820	528,979
Water Fund Administration	143,409	144,843	144,843	137,601
Depreciation	134,019	347,670	134,019	134,019
Self Insurance	30,831	30,880	30,880	28,061
Retirees' Health Unfunded Liability	31,270	53,280	53,280	0
Transfer to Equip Replace Res	<u>109,219</u>	<u>113,660</u>	<u>113,660</u>	<u>128,303</u>
City Expenditures	8,782,960	10,749,672	10,680,174	10,778,926
Payments to Recology	<u>10,783,997</u>	<u>11,033,107</u>	<u>10,498,069</u>	<u>11,152,098</u>
Total	<u>19,566,957</u>	<u>21,782,779</u>	<u>21,178,243</u>	<u>21,931,024</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	134,803	(877,352)	(1,416,330)	(736,625)
Net Change In Non Current Assets	114,247	347,670	134,019	134,019
Beginning Balance, July 1	4,995,220	5,244,270	5,244,270	3,961,959
Reserves	<u>(2,395,165)</u>	<u>(2,463,931)</u>	<u>(2,463,931)</u>	<u>(2,588,981)</u>
Ending Balance, June 30	<u>\$ 2,849,105</u>	<u>2,250,657</u>	<u>1,498,028</u>	<u>770,372</u>

The Solid Waste Management Fund accounts for the collection, transportation, recycling and disposal services of the City. It also funds two of the City's landfill post closure maintenance activities. Revenues for payments to Recology (formerly Foothill Disposal) are included for informational purposes only, a budget is not adopted for Recology.

EQUIPMENT MAINTENANCE AND REPLACEMENT FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 545,693	547,730	482,950	379,494
Interfund Service Charges	2,136,232	2,352,900	2,080,000	2,391,000
Other Revenues	63,811	0	123,230	0
Intergovernmental	307,748	0	0	0
Transfer from General Fund	1,394,673	2,087,776	2,087,776	2,188,642
Transfer from General Non-Oper Fund	1,078,349	0	0	0
Transfer from Other Funds	<u>950,195</u>	<u>531,111</u>	<u>531,111</u>	<u>670,358</u>
Total	<u>6,476,701</u>	<u>5,519,517</u>	<u>5,305,067</u>	<u>5,629,494</u>
Expenditures and Uses of Funds:				
Operations	2,021,181	2,197,556	2,022,135	2,130,814
Equipment Purchases	3,079,592	3,876,588	2,800,534	3,841,763
Capital Projects	75,000	0	0	0
Water Fund Administration	38,229	38,611	38,611	36,680
Self Insurance	(3,971)	15,266	15,266	17,083
Retirees' Health Unfunded Liability	0	(22,288)	(22,288)	0
Transfer to Equip Replace Res	<u>25,029</u>	<u>26,189</u>	<u>26,189</u>	<u>33,955</u>
Total	<u>5,235,060</u>	<u>6,131,922</u>	<u>4,880,447</u>	<u>6,060,295</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	1,241,641	(612,405)	424,620	(430,801)
Net Change In Non Current Assets	10,332	11,000	11,000	11,000
Beginning Balance, July 1	11,582,880	12,834,853	12,834,853	13,270,473
Equipment Replacement Reserve	<u>(12,824,468)</u>	<u>(12,119,915)</u>	<u>(13,250,666)</u>	<u>(12,651,639)</u>
Ending Balance, June 30	<u>\$ 10,385</u>	<u>113,533</u>	<u>19,807</u>	<u>199,033</u>

The purpose of this fund is to account for centralized fleet maintenance costs and to charge all funds utilizing maintenance services a proportionate charge. In addition, this fund accounts for certain equipment replacement requirements of the City.

WORKERS' COMPENSATION SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 184,324	182,969	182,616	161,875
Interfund Service Charges	1,533,053	1,697,490	1,567,812	1,669,975
Other Revenues	<u>28,289</u>	<u>0</u>	<u>143,548</u>	<u>0</u>
Total	<u>1,745,666</u>	<u>1,880,459</u>	<u>1,893,976</u>	<u>1,831,850</u>
Expenditures and Uses of Funds:				
Expenditures	1,544,555	1,834,900	1,532,514	1,834,900
Transfer to Liability Insurance Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>525,000</u>
Total	<u>1,544,555</u>	<u>1,834,900</u>	<u>1,532,514</u>	<u>2,359,900</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	201,111	45,559	361,462	(528,050)
Beginning Balance, July 1	4,804,647	5,005,758	5,005,758	5,367,220
Reserve - Future Claims Payable	<u>(3,442,757)</u>	<u>(3,442,757)</u>	<u>(3,442,757)</u>	<u>(3,442,757)</u>
Ending Balance, June 30	<u>\$ 1,563,001</u>	<u>1,608,560</u>	<u>1,924,463</u>	<u>1,396,413</u>

The City implemented a self-insurance program for Workers Compensation benefits on September 7, 1975 as authorized by Council Resolution No. 10581. This program provides for State mandated insurance benefits (salary and medical costs) for employees who are injured on the job.

Financially, this fund is composed of resources for current operating expenditures, future costs of previously incurred injury claims and reserves for catastrophic losses. This fund also provides for the administration of safety and loss prevention programs throughout the City to reduce the probability of incurring future catastrophic claims against the City.

UNEMPLOYMENT SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ <u>14,400</u>	<u>14,057</u>	<u>11,878</u>	<u>10,529</u>
Total	<u>14,400</u>	<u>14,057</u>	<u>11,878</u>	<u>10,529</u>
Expenditures and Uses of Funds:				
Expenditures	<u>63,062</u>	<u>80,000</u>	<u>98,710</u>	<u>80,000</u>
Total	<u>63,062</u>	<u>80,000</u>	<u>98,710</u>	<u>80,000</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(48,662)	(65,943)	(86,832)	(69,471)
Beginning Balance, July 1	<u>404,834</u>	<u>356,172</u>	<u>356,172</u>	<u>269,340</u>
Ending Balance, June 30	\$ <u><u>356,172</u></u>	<u><u>290,229</u></u>	<u><u>269,340</u></u>	<u><u>199,869</u></u>

The City implemented a self-insurance program for unemployment benefits on March 13, 1978 as authorized by Council Resolution No. 11975. This program provides for State and Federal mandated unemployment insurance benefits for former employees.

LIABILITY INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 78,072	73,887	75,125	66,593
Other Revenues	68,597	22,750	55,007	39,735
Interfund Service Charges	1,097,608	1,117,781	1,117,781	1,143,090
Transfer - Wastewater Fund	280,000	0	0	0
Transfer - Workers Compensation Fund	<u>0</u>	<u>0</u>	<u>0</u>	<u>525,000</u>
Total	<u>1,524,277</u>	<u>1,214,418</u>	<u>1,247,913</u>	<u>1,774,418</u>
Expenditures and Uses of Funds:				
Expenditures	<u>1,214,646</u>	<u>1,409,418</u>	<u>1,099,291</u>	<u>1,409,418</u>
Total	<u>1,214,646</u>	<u>1,409,418</u>	<u>1,099,291</u>	<u>1,409,418</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	309,631	(195,000)	148,622	365,000
Beginning Balance, July 1	3,056,478	3,366,109	3,366,109	3,514,731
Reserve - Future Claims	<u>(1,639,479)</u>	<u>(1,639,479)</u>	<u>(1,639,479)</u>	<u>(1,639,479)</u>
Ending Balance, June 30	<u>\$ 1,726,630</u>	<u>1,531,630</u>	<u>1,875,252</u>	<u>2,240,252</u>

On August 11, 1980, Council approved a self-insurance program for liability insurance effective September 1, 1980. Existing provisions include:

1. \$1.0 million self-insurance retention (SIR).
2. \$4.0 million coverage above the SIR through ACCEL joint powers authority and an additional \$45.0 million purchased excess coverage for a total of \$50.0 million.
3. Claims approval authority to \$30,000. Any claims exceeding \$30,000 require City Council approval.
4. Collision coverage only for certain high-value vehicles.

The City acts as its own agent and controls risk to limit liability loss exposure. There is a \$1.0 million self-insurance retention for each liability incident. The minimum reserve and balance for future claims of \$2.0 million is maintained in accordance with Council policy. Other insurance such as property, flood, earthquake and other coverages are not self-insured and the City purchases insurance policies.

RETIREES' HEALTH PROGRAM INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 1,238,091	360,787	547,662	61,076
Other Revenues	22,139	24,312	22,441	25,000
Interfund Service Charges	2,326,308	4,276,501	4,276,501	4,496,848
Transfer from General Fund	262,152	387,592	387,592	0
Transfer from Other Funds	<u>1,900,513</u>	<u>2,071,115</u>	<u>2,071,115</u>	<u>0</u>
Total	<u>5,749,203</u>	<u>7,120,307</u>	<u>7,305,311</u>	<u>4,582,924</u>
Expenditures and Uses of Funds:				
Expenditures	1,675,207	1,898,877	1,871,448	2,281,162
PERS Retirees' Health Trust	<u>15,000,000</u>	<u>27,724,824</u>	<u>27,938,149</u>	<u>2,326,762</u>
Total	<u>16,675,207</u>	<u>29,623,701</u>	<u>29,809,597</u>	<u>4,607,924</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	(10,926,004)	(22,503,394)	(22,504,286)	(25,000)
Beginning Balance, July 1	34,645,119	23,719,115	23,719,115	1,214,829
Reserve	<u>(22,527,705)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30	\$ <u>1,191,410</u>	<u>1,215,721</u>	<u>1,214,829</u>	<u>1,189,829</u>
Balance in CERBT	\$ <u>16,585,926</u>	<u>46,629,068</u>	<u>50,099,051</u>	<u>52,425,813</u>

This fund was established in Fiscal Year 1985-86 as a self-insurance fund to pay the health insurance premiums of employees retired from the City. Governmental Accounting Standards Board (GASB) issued Statement No. 45, which requires an actuarial valuation be performed bi-annually to calculate the City's other post employment benefits (OPEB) liabilities. The City implemented GASB Statement No. 45 in Fiscal Year 2007-08 and has budgeted the Annual Required Contribution (ARC) to be in compliance with the new statement. The reserve has been supplemented as funds became available. On February 26, 2008 Council approved joining the California Employers Retiree Benefit Trust (CERBT), managed by the Public Employees Retirement System (PERS) and the City began transferring funds in Fiscal Year 2008-09. By June 30, 2010 the City will have transferred all accumulated reserves to the CERBT.

EMPLOYEE BENEFITS SELF-INSURANCE FUND

Statement of Revenues, Expenditures and Balances

	Audited Actual <u>2008-09</u>	Adopted Budget <u>2009-10</u>	Estimated <u>2009-10</u>	Proposed Budget <u>2010-11</u>
Revenues and Sources of Funds:				
Investment Earnings	\$ 13,439	12,821	12,919	11,452
Interfund Service Charges	<u>57,033</u>	<u>62,257</u>	<u>57,594</u>	<u>58,080</u>
Total	<u>70,472</u>	<u>75,078</u>	<u>70,513</u>	<u>69,532</u>
Expenditures and Uses of Funds:				
Expenditures	<u>56,526</u>	<u>116,757</u>	<u>61,818</u>	<u>112,580</u>
Total	<u>56,526</u>	<u>116,757</u>	<u>61,818</u>	<u>112,580</u>
Revenues and Sources Over (Under)				
Expenditures and Uses	13,946	(41,679)	8,695	(43,048)
Beginning Balance, July 1	<u>339,613</u>	<u>353,559</u>	<u>353,559</u>	<u>362,254</u>
Ending Balance, June 30	\$ <u><u>353,559</u></u>	<u><u>311,880</u></u>	<u><u>362,254</u></u>	<u><u>319,206</u></u>

The Employee Benefits Self-Insurance Fund accounts for the City's self-insured vision and other miscellaneous benefits.

GENERAL FUND RESERVES

Statement of Revenues, Expenditures and Balances

	<u>General Non- Operating Fund</u>	<u>General Fund Reserve</u>	<u>Budget Contingency Reserve</u>	<u>Property Management Reserve</u>	<u>Graham School Site Maint. Reserve</u>
Revenues and Sources of Funds:					
G. F. Carryover	\$ 0	0	0	0	0
Revenue	0	0	0	0	0
Transfers	2,643,337	0	0	0	220,000
Investment Earnings	0	0	0	0	0
Total	<u>2,643,337</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>220,000</u>
Expenditures and Uses of Funds:					
Expenditures	1,375,431	0	128,000	0	220,000
Debt Service	1,635,507	0	0	0	0
Transfers	<u>2,000,000</u>	<u>0</u>	<u>1,146,230</u>	<u>0</u>	<u>0</u>
Total	<u>5,010,938</u>	<u>0</u>	<u>1,274,230</u>	<u>0</u>	<u>220,000</u>
Revenues and Sources Over (under)					
Expenditures and Uses	(2,367,601)	0	(1,274,230)	0	0
Beginning Balance, July 1	3,488,192	22,669,764	7,750,000	1,600,000	1,000,000
Reserves	<u>(328,233)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Ending Balance, June 30	<u>\$ 792,358</u>	<u>22,669,764 (2)</u>	<u>6,475,770</u>	<u>1,600,000</u>	<u>1,000,000</u>

(1) Appropriations for Compensated Absence Reserve are on an as needed basis up to the amount of the balance.

(2) Up to \$1.0 million to be used for the First Time Homebuyers Program.

Capital Improvement Reserve	Open Space Acquisition Reserve	Strategic Property Acquisition Reserve	Child Care Commitment Reserve	Compensated Absences (1)	PERS Liability Reserve
0	0	0	0	0	0
0	0	0	201,084	0	0
0	0	0	0	2,000,000	0
0	0	0	51,577	0	5,610
0	0	0	252,661	2,000,000	5,610
0	0	12,379,394	0	0	0
0	0	0	201,947	0	0
988,000	0	0	0	0	100,000
988,000	0	12,379,394	201,947	0	100,000
(988,000)	0	(12,379,394)	50,714	2,000,000	(94,390)
6,011,000	1,822,000	12,379,394	1,449,563	8,650,000	200,000
(5,000,000)	0	0	0	0	0
23,000	1,822,000	0	1,500,277	10,650,000	105,610

PROPOSED 2010-11 BUDGET - SCHEDULE OF INTERFUND TRANSFERS

EXPENDITURES	REVENUES							TOTAL
	General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Reserve Funds	
General Operating/ Building Services/ Shoreline Golf Links				200,000		2,188,642		\$2,388,642
Special Revenue Funds	4,183,323	956,928	6,675,125	2,715,000		109,207	1,635,507	16,275,090
Capital Projects Funds				1,123,167				1,123,167
Enterprise Funds			634,000	3,531,000		527,196	220,000	4,912,196
Internal Service Funds						558,955		558,955
Reserve Funds	1,246,230		1,837,454	988,000			2,000,000	6,071,684
TOTAL	\$5,429,553	956,928	9,146,579	8,557,167		3,384,000	3,855,507	\$31,329,734

**CITY OF MOUNTAIN VIEW, CALIFORNIA
GENERAL OPERATING FUND
FISCAL YEARS 2010-15 FINANCIAL FORECAST**

INTRODUCTION

For over the past 10 fiscal years, the City has included a Five-Year Forecast in the Proposed and Adopted Budgets. During last fiscal year, a 10-year Long-Range Financial Forecast was developed and presented to the Council. The Long-Range Financial Forecast will be updated during the upcoming fiscal year. A Five-Year Forecast is again presented for Fiscal Years 2010-11 to 2014-15 in this Proposed Budget.

ANALYSIS

This Five-Year Financial Forecast was developed during the "Great Recession." The forecast is based on reasonable assumptions using information gathered from a wide variety of available sources. While actual revenues and expenditures will vary from the forecast, the forecast reveals the critical trend of the very slow recovery of revenues from the "Great Recession" and projects a deficit throughout the five-year period. This points to a longer-term structural imbalance if there are no structural changes implemented and that this imbalance will not be self-correcting.

For Fiscal Year 2010-11, the City faced a projected revenues-under-expenditures gap of approximately \$5.0 million, which was recently updated to \$4.6 million.

As discussed in more detail in the transmittal letter to the Proposed Budget, balancing the Fiscal Year 2010-11 budget has been a lengthy process which began in June 2009, before the start of the current fiscal year. Staff has recommended, and Council has endorsed, a three-prong approach consisting of expenditure reductions, revenue enhancements and employee cost containment for balancing the General Operating Fund for Fiscal Year 2010-11. The Proposed Budget is based on the following:

- Approximately \$1.3 million from operational efficiencies, which includes the elimination of 3.5 vacant positions.
- Approximately \$1.8 million in expenditure reductions, which includes the reduction of 13.5 positions (11.0 vacant and 2.5 filled).
- Approximately \$1.0 million in cost recovery for fee-based services.
- Approximately \$0.5 million in compensation cost containment.

General Operating Fund revenues are projected to total \$87.6 million for Fiscal Year 2010-11 with the approximately \$1.0 million cost recovery for fee-based services revenue mentioned above. This is a decrease of \$314,000 (0.4 percent) from Fiscal Year 2008-09 actual revenue and an increase of \$1.0 million (1.1 percent) from the 2009-10 Adopted Budget. Without the additional \$1.0 million from increased fees, revenues would be flat.

The major areas of change as proposed from the current fiscal year adopted and the factors impacting these revenues include:

- Property Tax: \$433,000.

Includes a 0.237 percent decline for all residential and commercial properties due to the decline in the California Consumer Price Index (annual Proposition 13 factor), adjustments for Proposition 8 reductions processed by the County Assessor, an anticipated increase to property values from new development and increases in assessments for properties with a change in ownership after the January 1, 2009 lien date.

- Sales Tax: (\$10,000).

Includes known business changes, a slightly improved level of consumer spending (from current fiscal year actuals) and the opening of several new businesses.

- Transient Occupancy (Hotel) Tax: \$562,000.

Increased hotel occupancy.

- Rents and Leases: \$317,000.

Annual inflationary increases included in lease agreements.

- Investment Earnings: (\$1.1 million).

Lower interest income as a result of the low Federal Funds rate and corresponding investment yields.

The Fiscal Year 2010-11 General Operating Fund Proposed Budget includes expenditures totaling \$87.6 million (excluding additional funding for equipment replacement and Retirees' Health). This is a decrease of \$529,000 (0.6 percent) compared to the current fiscal year Adopted Budget. This includes \$2.8 million in compensation increases offset by \$3.6 million in reductions. The proposed Operating Budget includes the annual funding of the Retirees' Health Insurance Program of \$1.8 million for the normal costs and the amortization of the UAAL of \$1.8 million (an increase of \$211,000)

and funding for the Equipment Replacement Reserve of \$1.9 million. Offsetting the Retirees' Health amortization of the UAAL and \$945,000 funding for the Equipment Replacement Reserve is estimated budget savings of \$2.8 million. No reserves are proposed to be used to balance the General Operating Fund.

Following is a summary of the Five-Year Forecast for Fiscal Years 2010-11 to 2014-15. The forecast years have been adjusted to reflect the proposal in the "Budget Balancing Blueprint" made for the Fiscal Year 2010-11 Proposed Budget. Revenues for the four outer forecast years assume slowly recovering revenue growth gradually returning to a general normal revenue growth in the outer years. Growth in property values related to changes in ownership and new development is offset with projected declines in commercial properties in the first two forecast years for the processing of anticipated assessment appeals. Expenditures first do not assume any cost-of-living adjustments or merits for Fiscal Year 2011-12, but includes inflationary cost increases for all categories in the outer fiscal years. The projected impact of the investment losses of the PERS portfolio from Fiscal Year 2008-09 is included in the Forecast fiscal years of 2012-13 and 2013-14.

CONCLUSION

As indicated by the Five-Year Forecast, there is a structural imbalance of revenues and expenditures that extends throughout the forecast period. The impacts of the "Great Recession" can be seen in the \$4.6 million projected gap, prior to the "Budget Balancing Blueprint" proposals and the projected slow recovery.

The budget deficit is greatly improved in the first forecast year as a result of balancing the General Operating Fund budget for Fiscal Year 2010-11. For Fiscal Year 2011-12, no cost-of-living adjustments (COLAs) or merits have been included in the forecast. The outer three forecast years are impacted by inflationary compensation costs, including the projected increases in PERS rates due to investment losses for Fiscal Year 2008-09. It is apparent that projected future revenue growth cannot keep pace with the projected growth in expenditures. In addition, other revenue enhancements may need to be considered in conjunction with expenditure reductions in order to maintain the fiscal health of the City in the years to come.

GENERAL OPERATING FUND FORECAST
(Amounts in Thousands)

	<u>2010-11 PROPOSED</u>	<u>2011-12 FORECAST</u>	<u>2012-13 FORECAST</u>	<u>2013-14 FORECAST</u>	<u>2014-15 FORECAST</u>
REVENUES:					
Property Tax	\$26,418	27,585	28,898	30,447	31,483
Sales Tax	15,664	16,424	16,958	17,759	18,824
Other Taxes	9,362	9,870	10,416	10,843	11,205
Use of Money and Property	10,708	10,861	11,189	12,127	13,095
Other Revenue	23,437	23,584	23,650	23,987	24,375
Loan Repayments	<u>2,060</u>	<u>2,060</u>	<u>2,060</u>	<u>2,060</u>	<u>2,060</u>
TOTAL REVENUES	<u>87,649</u>	<u>90,384</u>	<u>93,171</u>	<u>97,223</u>	<u>101,042</u>
EXPENDITURES:					
Salaries and Benefits	71,794	74,255	78,423	82,666	86,567
Services and Supplies	13,768	14,641	15,061	15,422	15,792
Other Operating	<u>2,028</u>	<u>2,242</u>	<u>2,370</u>	<u>2,573</u>	<u>2,631</u>
TOTAL EXPENDITURES	<u>87,590</u>	<u>91,138</u>	<u>95,854</u>	<u>100,661</u>	<u>104,990</u>
OPERATING BALANCE (DEFICIT)	\$ <u>59</u>	(<u>754</u>)	(<u>2,683</u>)	(<u>3,438</u>)	(<u>3,948</u>)

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